

OVERSEAS NEWS

Bonnici takes over as Malta's leader

MR DOM MINTOFF, who has stepped down as Prime Minister of Malta and leader of the island's ruling Labour Party...

SOCIALISTS UNDER SIEGE OVER NEW CALEDONIA Right unites to attack Mitterrand

BY PAUL BETTS IN PARIS THE FRENCH right-wing opposition parties have launched a spectacular attack on the Socialist Government's policies in New Caledonia...

Kremlin plays safe in top defence job

BY PATRICK COCKBURN IN MOSCOW THE SOVIET Politburo has made a safe choice by appointing Marshal Sergei Sokolov, 73, as Defence Minister...

Moscow and Peking to sign long-term agreement on trade

SOVIET First Deputy Premier Ivan Arkhipov rounded off his working visit to Peking yesterday with agreement to sign a long-term Sino-Soviet trade pact...

Alcohol banned as India goes to the polls

BY JOHN ELLIOTT IN NEW DELHI THE SALE of alcohol was banned and all political campaigning stopped in nearly 400 constituencies over the weekend...

Shanghai foreign banks allowed to take deposits

FOR THE first time in more than 30 years, the Chinese Government is allowing foreign banks to take deposits and make loans in foreign currency...

Kyprianou ends pact with Akel

BY ANDREAS HADJIAPAPAS IN NICOSIA PRESIDENT Spyros Kyprianou has abandoned the alliance he forged in 1982 between his Democratic Party and the powerful Communist party, Akel...

Hopes of Gulf peace dashed

AN END to the Gulf war appears as far away as ever after foreign ministers of the Islamic Conference Organisation (ICO) meeting in Sanaa...

When he returned to power he unleashed a fierce dispute with Britain and Nato over the use of Maltese military facilities...

WORLD TRADE NEWS

Canada gas venture prospects improve after export deal

BY BERNARD SIMON IN TORONTO A CONSORTIUM of Canadian energy producers has cleared a major hurdle in an increasingly intense effort to sustain the interest of a group of Japanese utilities in an ambitious liquefied natural gas export project...

ABV wins Colombia contract

By David Brown in Stockholm ABV, the large Swedish construction company, has announced its biggest foreign contract to date worth \$1.2bn (£140m) to build a harbour facility for the Colombian government...

Singapore in bid for China trade

BY CHRIS SHERWELL IN SINGAPORE DOZENS OF Singapore companies are joining the race to take advantage of China's "open door" policy on foreign investment with the aim of gaining a foothold in a huge and potentially lucrative market...

Italy wins \$844m Peking orders

BY ALAN FRIEDMAN IN MILAN ITALY HAS WON \$844m of industrial project orders from China, the largest of which is a \$200m contract for Fiat, the automotive group, to build a light trucks factory...

WORLD ECONOMIC INDICATORS Table with columns for Country, Unemployment, and various economic indicators for Nov '84, Oct '84, Sept '84, and Nov '83.

Iraq deal for Yugoslavia

IRAQ HAS AWARDED Energoinvest a \$52m contract to build four power transmission stations in south and west Iraq, company officials said...

SHIPPING REPORT Salen's failure 'casts a long shadow into 1985'

BY ANDREW FISHER, SHIPPING CORRESPONDENT THE WORLD shipping industry was dealt a further blow last week with the collapse of Salen, the major Swedish shipowning company...

Concern at Malta's Eastern tilt

BY GODFREY GRIMA IN VALLETTA MALTA'S flirtations with Moscow have become a source of growing concern for the island's traditional trading partners in Western Europe...

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UK NEWS

Government may charge for radio spectrum use

BY RAYMOND SNODDY

THE GOVERNMENT is considering the possibility of commercialising the radio spectrum by charging users for what is now virtually a free resource.

The Department of Trade and Industry is about to commission a feasibility study and has sought tenders from leading consultants in the field.

Some, such as the Transport Science Policy Unit in the Department of Transport, have argued that the present cost-free system distorts the pattern of demand for radio frequencies.

Working days lost to strikes at highest level for five years

BY PHILIP BASSETT, LABOUR CORRESPONDENT

BRITAIN has lost about 23m working days through strikes this year - the highest figure since the "winter of discontent", which was instrumental in bringing the Conservatives into Government in 1979.

There have been other significant strikes this year - most notably, perhaps, the long-running Department of Health and Social Security computer dispute in Newcastle-upon-Tyne, which now looks like drawing to a close, and most recently, the Austin-Rover stoppage and a rash of difficult and protracted local government disputes.

Many of these, however - especially the DHSS dispute - have involved relatively few people, and so have made little impact on the figures, even though they may have affected great numbers of people.

BNOC has 'useful role' says broker

BY ANDREW GOWERS

GOVERNMENT revenues from the North Sea would have been some £300m lower this year if the British National Oil Corporation (BNOC) did not exist, according to Edinburgh-based stockbrokers Wood Mackenzie.

BNOC, the Government's oil marketing company, has made trading losses of between £40m and £50m this year as the gap has widened between its official prices and those on the spot market. Some oil companies believe BNOC constitutes unnecessary government interference in the market and should be wound up.

That is because North Sea taxes are based on BNOC's price rather than lower spot prices. The brokers estimate that, if this year's spot prices had been used to calculate taxes, government revenues would have been £250m lower.

JOHN HUNT PICKS OUT SOME COLOURFUL POLITICAL CHARACTERS

Stars twinkle fitfully in Westminster's galaxy

UNDER the Thatcher regime, it is difficult to pick out the year's star personalities at Westminster, because the Prime Minister's own dominant personality tends to eclipse all lesser mortals.



Mr Francis Pym



Gerald Kaufmann



Dr David Owen

The choice of any personality does not imply approval of the politics of the MP in question. He or she is more likely to be chosen because of a talent to provide entertainment or excitement in the daily grind of parliamentary business.

Undoubtedly, he is Labour's success story of the year. He scored another coup in the way he managed to get an emergency debate on the spending cuts, thus putting the Government in an extremely difficult position.

Militant Tendency. Despite Militant's contempt for parliament, Mr Nollis has become a frequent and well-informed questioner on industrial and employment matters.

The coveted award of Trouble Maker of the Year must go to Labour's Mr Tam Dalyell, who has made life hell for the Prime Minister over the sinking of the Belgrano in the Falklands War.

Overseas companies back Celtech care

BY DAVID FISHLICK, SCIENCE EDITOR

OVERSEAS COMPANIES are currently financing all the health care ventures of Celtech, the Government-backed biotechnology company, according to Mr John Jackson, its chairman, in his latest annual report.

at the beginning of a road which will lead, in the foreseeable future, to profits on a substantial sales income.

VW Caddy makes delayed UK debut

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

THE VOLKSWAGEN pick-up truck based on the old Golf car and called the Caddy is now appearing for the first time in UK dealer showrooms after a delay of nearly two years caused mainly by a dispute over its origins.

The British authorities at first insisted the pick-up be described as "made in Yugoslavia" because it is assembled in that country.

designed in West Germany for the North American market. However, it proved unable to stand up to competition from the U.S. pick-ups and was recently withdrawn from sale in the U.S.

FT COMMERCIAL LAW REPORTS

Finance for emergency EEC budget may come from Consolidated Fund

REGINA v HM TREASURY, EX PARTE SMEDLEY

Court of Appeal (Sir John Donaldson, Master of the Rolls, Lord Justice Slade and Lord Justice Lloyd): December 18 1984

is to be regarded as one of the Community Treaties as herein defined. The Order shall be conclusive that it is to be so regarded; but a treaty entered into by the United Kingdom after January 22 1972, other than a pre-accession treaty shall not be so regarded unless it is so specified, nor be so specified unless a draft of the Order in Council has been approved by resolution of each House of Parliament.

whether the undertaking could, not would, be so regarded. The only real challenge was based on the submission that the undertaking conflicted with some of the provisions of the Community treaties.

It might be open to doubt whether such a conflict would necessarily and in all circumstances disqualify an instrument from being regarded as ancillary to the Community treaties. However, there was no inconsistency between the undertaking and the treaties.

It was clear that in the view of the member states unusual circumstances had arisen in 1984 which had given rise to the need for a supplementary and amending budget. A temporary departure from the guiding principle set out in the Community treaties did not seem inconsistent with properly regarding the undertaking as ancillary to the treaties.

OMRON TATESI ELECTRONICS CO. Advertisements for various electronic products and services.

FRIESCH-GRONINGSCHIE HYPOTHEEK BANK N.V. Floating Rate Notes due 1987. U.S. \$20,000,000.

AKZO N.V. 4% U.S. CONVERTIBLE DEBTUREN LOAN 1995. Floating Rate Notes due 1987.

Personal. FACT. IT CANNOT BE CURED, it cannot be prevented, it can be controlled only by proper treatment. More research is required to find a cure.

TRADINVEST BANK AND TRUST COMPANY OF NASSAU LIMITED. Floating Rate Notes 1987/1988.

Announcement. HARRIS & DIXON (Insurance Brokers) Limited. announce the acquisition of Helmsman Insurance Brokers Limited.

Businesses for Sale. FOR SALE. RESIDENTIAL PROPERTY CO. CASH & PROPERTY. Write Box G10342.

Clubs. FIVE has notified the others because of a policy of their and value for money. Super from 10-10.30 am Disco and two musicals. 189, Regent St. 01-734 0557.

SOCIÉTÉ GÉNÉRALE. In December 1984, in Toulouse, Nigeria Airways Limited, Nigeria's national carrier, has taken delivery of four A310-200 aircraft.

By Rachel Davies. For the Government: John Laws (Treasury solicitor). For Mr Smedley: Leolin Price QC, John McDonnell QC and T. Ashe (Bower Cotton and Bower).

MANAGEMENT

Learning French on the farm

BY HAZEL DUFFY

SATURDAY, mid November: an excellent lunch in a farmhouse in northern France. But this is not the start of a gastronomic experience. Six British businessmen and two French teachers are sitting down at the beginning of a six-day intensive French course.

Each has only a basic knowledge of the language. Distant memories of "O" level French grammar mixed with more recent contacts with French business and industry are common to everybody, as is a need to get to grips with the everyday experience of French commercial life in a bid to expand the opportunities afforded by the French market.

Suddenly it dawns on the group that the organisers of this course were serious when they told the students in advance that French will be the sole language to be used during the six days.

All the students have connections with French-speaking markets. With varied commercial backgrounds in banking, manufacturing, transport and State industry they are in their 30s and 40s and are mostly middle management in companies based in London and the South East. Two have attended a preliminary residential French course held in England in the summer. All must undergo a short assessment of their comprehension of French before being accepted on this intermediate course.

Grammar revision starts that afternoon. The ducks in the farmyard punctuate awkward silences as the teachers try to make everybody use the hated "y" and "en" in reply to their constant questions. Lessons finish around 6.00 pm, followed by half an hour or so of homework. Dinner follows the same hating regime as lunch.

Sunday: Breakfast is around 8.15. Ample time is left to jog around the country lanes in the dark before breakfast is free to do so, but time has to be found to listen to the first cassette revising yesterday's grammar in question and answer form.

Formal lessons begin with a dozen numbers, recited off to



"My commercial French is rusty—but I think he's saying that the word processor of his aunt est dans le jardin because it is made in England"

concentrate the mind—not too bad when they are less than 100, but getting more challenging when thousands and millions are introduced. Number tests will be repeated every morning, why can the French not give their telephone numbers in the straightforward English manner?

Reflections at lunch: Why bother? Peter, marketing director of a plastics company, explains his reasons: his French customers do not want to speak English—in the evening, socially, they are happy to use English but during the day, French is the rule.

Immediately after lunch, when wine is liberally poured, the organisers take account of the fact that concentration will not be at its most intense. Accordingly, an after-lunch talk with a difference is given by farmer/hoteller host who seeks to explain the problems of goat milk production.

Monday: Fresh country air, courtesy of bicycles on the farm, prepares the mind for another dose of grammar. Longing for coffee break, even if only to read the French newspapers. Following session includes commonly used phrases at the opening of a telephone conversation.

Group breaks into two for certain sessions, and the smaller group permits more departure from set texts. General economic terms surface—growth, unemployment, industrial relations, are elaborated on with reference to business experience personally. Keith, director of an electronics company in Britain, which has bought a French company to get a stake in the market, talks about his desire to communicate with the

shopfloor workers in that company. Afternoon: play-acting a restaurant scene offers the chance to reveal the humorous talents of British businessmen. Formal French terms for ordering gastronomic delights, and paying for them, are revised.

Tuesday: Wake to the unmistakable sounds of grammar revision on cassette coming from surrounding rooms. One or two participants have admitted to listening to early morning BBC news.

Afternoon: daily routine is avoided by conducted tour of farm. Farmyard chat becomes serious when our host seeks advice on how to break into English market with his goats' milk cheese. Final exercise of the day on accounting terminology (specimen balance sheet to be studied at leisure) drags on until 7 pm.

Wednesday: Morning lessons have an air of holiday, because we have been told beforehand that it is normal for even the most conscientious students to be flagging by this stage and a "diversion" has therefore been arranged.

Afternoon: Bicycles stacked in car boots. Some contemplate cycling 20 kms to nearest town but decide their fitness riding has not been improved by long hours of French study. Instead, use randoonee by bicycle around the forest follows. Elwin, marketing manager in a software components company, talks about his hopes of conquering sales to France. His colleague speaks French fluently, but Elwin is increasingly frustrated at his own inability to bring together technical French with his everyday French.

Looking forward to dinner in a restaurant—the only meal away from the farm. Anticipation slightly dimmed by teachers presenting students with an envelope containing a FF 50 note and list of items to be purchased in the local shops. They are not immediately recognisable—a little box of "trombones", for instance, is found finally in the stationers (paper clips, of course).

Thursday: Day of Disillusion. Concentration flags in grammar lessons. As the end of the course looms, the gap between stumbling conversation and fluency seems as large as ever.

Then Bernard, chairman of a motor distributors, returns from the front (Paris) where he has had to attend a business meeting. Colleagues at the meeting remarked upon his new-found ability to speak French. After-dinner jokes told in rapid succession suggest that progress has probably been more marked than had been supposed.

Friday: Wake to realisation that thinking is taking place in French. The last cassette is much easier to understand than the earlier ones. The ability to speak a language does not come in the form of sudden revelation. But the discipline of an intensive course away from everything can push the reluctant student into picking up the basic tools. From then on, it is practice.

"Le Français a la ferme. Organised by Chantal Munro Associates for the London Chamber of Commerce and Industry. Price in 1985 for the course: £765 for LCCI members, £815 for non-members (exclusive of travel).

Medical aids

The oriental art of deflecting competitors

Andrew Taylor explains why J. & A. Carters now has a Taiwanese components supplier

PROBLEM: a British manufacturer of medical aids, with a customer list which has included some of the crowned heads of Europe, faces cut-price competition from Taiwanese manufacturers aping its products.

Solution: if one of these competitors can produce quality components, cheaper than you can make or buy elsewhere, turn the competitor into a supplier.

It is a bit like jiu-jitsu, the oriental art of self-defence, where the skill is to disarm or deflect your opponent by using his strength and aggression to your advantage.

J & A Carters, started in London in 1861 by two brothers, John and Alfred, produces about 30,000 wheelchairs a year, accounting for about two thirds of annual turnover of £8m. Customers have included members of the Royal family, the Kaiser and the Czar of Russia.

The company has concentrated its efforts on producing sophisticated aids like powered wheelchairs and electric hoists for bed-ridden patients. About 80 per cent of output is exported; Carters manufactures never before conceived wheelchairs for markets like the Middle East, where the initial competitive thrust from Taiwanese manufacturers has been significant.

Though long established, Carters was not in peak condition to take on competition from the Far East. It had become, by its own admission, a bit stodgy and stale and had failed to develop new and exciting products.

Brian Hopkins, Carters' managing director, claims that the company's copyrights have been infringed by some of the Taiwanese manufacturers.

"We first became aware of the problem about three years ago when we started to receive letters and brochures from several Taiwanese wheelchair manufacturers offering to supply us with components.

"One brochure even displayed a photograph of one of our own wheelchairs with our name crudely blacked-out. It is likely the manufacturer was using the photograph as bait to attract orders before committing himself to production."

Taiwanese wheelchairs, exported to Britain, can be as much as 25 per cent cheaper than British equivalents although the quality of the products is often very poor, claims Carters, who earlier this year signed a licence with the U.S. medical products group.



Jim Knab competing in the 1984 Paris Marathon in an Invacare Team 500 series wheelchair

fringements. This option has not been entirely ruled out, but legal action is costly and can take a long time. Even if one manufacturer can be shut down, another company can start up in its place, and the whole process has to start again.

The company could simply ignore the competition. The quality of its rivals' products is generally poor; they sell at the lower end of Carters' range of medical aids. The British company's main competitors are found in France and Germany.

Of this option Hopkins says: "Our experience is very similar to that of British companies which faced cut-price competition from Japanese manufacturers in the 1960s.

"The Taiwanese, like the Japanese, are quick learners. It would be a mistake to believe that quality and technical

standards will not improve. Complacency like that led to the demise of the motor cycle industry in this country."

A third option—one which most companies would like to think they adhere to but which in practice is hard to achieve—is to compete in all markets by striving to maintain the quality of products while seeking to reduce manufacturing costs.

It is in pursuit of the latter aim that Carters, which is based in Westbury, Wiltshire, has decided to use one of its better Taiwanese competitors as a supplier. Cathy Consolidated supplies the British company with tyres and some plastic components.

Hopkins sees no conflict or shame in using a competitor as a supplier. "If the price is right and the products are good,

then we would be foolish not to use this to our advantage," he says.

"We are an international company, prepared to take parts from anywhere if it is in our best interests. We use specialist steels from Holland because we cannot get the same quality in Britain. We also use upholstery from the Irish Republic because we believe we get better value for money."

Hopkins asserts that the Taiwanese connection should not be regarded as a case of "if you can't beat them join them." He prefers to describe it as using the strengths of the market place to protect the company and the jobs of its employees.

One of the current strengths of its armoury, says Carters, is a requirement of the UK Department of Health and Social Security that wheelchair manufacturers, and their component suppliers, should meet the requirements of British Standards quality assurance code number BS5750.

"We have worked hard to ensure we satisfy the standard and the company is approved as a BS5750 supplier. This means that rivals will have to achieve the same quality if they are to break into this important domestic market. We can also use the standard as a badge of quality in international markets," says Hopkins.

He says the adoption of the standard made the company think more seriously about how it made its products. More visits are now paid to component suppliers and the company's quality assurance staff has risen from just 3 members to 19.

"We have invested £50,000 in the last 12 months to improve manufacturing efficiency and quality. Better computer facilities will improve stock and creditor controls."

Above all Carters says it needs to keep ahead in product design. It has revamped its design department, bringing in fresh faces from other industries in a bid to instill new ideas. The head designer, for example, was formerly employed by a zip fastener company.

So far Carters' approach has brought satisfactory results. Several new products, including a portable powered hoist for patients, are on the market. After several years of losses, the company expects to have made a pre-tax profit of several hundred thousand pounds this year.

Sales are up by around 25 per cent in 1984 at a time when international spending on health care is hardly rising.

"The important thing is that we are competing, at every level, and are holding our own," says Hopkins.

TECHNOLOGY

EDITED BY ALAN CANE

DOMESTIC ROBOT WITH ENTERTAINING CHARM

Enter the Japanese civil servant

BY ROBERT COTTRELL IN TOKYO

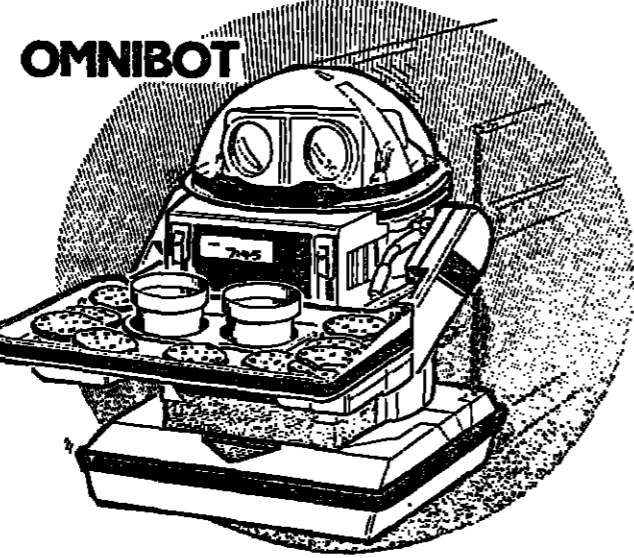
IT WILL not put anybody out of a job. And it will probably never be photographed shaking hands with Mrs Thatcher. But "Omnibot," a basic but tall, does seem destined to become the most popular member of the robot species since R2D2.

Its maker, the Japanese toy company Tomiyama, introduced Omnibot to the U.S. at trade shows in January this year, and expects to have shipped 110,000 units by the end of its first year of mass-production next February. A preliminary order has been sent to the UK for sale this Christmas, but major European marketing will not begin until next year.

Retailing in Tokyo at ¥39,000 (£135), Omnibot's appeal is more than that of a simple child's toy. Its external design is an appealing blend of George Lucas and Dr Who; its features and functioning are limited but entertaining. Among his various virtuous turns, Omnibot will speak, sing and serve drinks.

It can be radio-controlled at distances of up to 50 feet, or follow programmed instructions loaded on to a cassette tape of up to 30 minutes duration. One stockbroker says he sends Omnibot to meet clients in his reception and bring them into his office. Another owner has found Omnibot a great success around the house with everybody except his two dogs, who view it with growing suspicion.

Instructions are given to Omnibot via a hand-held radio control, whose main feature is a joystick for 360-degree movement. But the robot's "heart"—anatomically as well as figuratively—is a custom-built one-chip microcomputer combining a four-bit central processing unit and a 1k memory. The memory is extended with a magnetic tape cassette recorder housed in Omnibot's "stomach," which can store behavioural instructions for the CPU as well as music and speech for replay through built-in loudspeakers. An alarm/limer allows preset starting and stopping of taped programmes. Omnibot's claw-type hands and clip-on tray make it capable of rudimentary butlering:



The Omnibot has reached Harrods in the UK with a selling price of £150

the left hand only, presented with an object, will close automatically around it. Messages spoken into a microphone in Omnibot's handheld radio control can be boomed out through the robot's loudspeaker and accentuated by strobe-synchronised flashing of its large and purple eyes.

Tomiyama's assistant manager of research and development, Mr Takao Kubo, says the company spent two years developing Omnibot as a product sophisticated enough to appeal to adults as well as children. Tomiyama's R and D staff totals 160, grouped into a domestic, an international, and a "high-tech" division.

"Our target was the family," says Mr Kubo. "The number of children in the population is getting smaller and smaller. The toy market is getting smaller. To expand our business we want to appeal to the entire age range."

Some of Tomiyama's suggestions for using the Omnibot have their appeal, even if from a strictly utilitarian viewpoint programming the robot to do a job seems if anything more laborious than doing it one's self. "Omnibot," reads the U.S. instruction manual, "can be a kitchen timer. Program a path between the kitchen and the living room. Then set the alarm for the desired baking time. Go into the living room and relax. Omnibot will come into the room and remind you when it's ready."

But other suggestions threaten dangerously to misjudge the mood of many family gatherings—on Boxing Day morning at least. Hungover fathers may care to pre-censor the paragraph which proposes that "Omnibot can wake up the whole family, even Uncle Harry who is visiting for the weekend. Won't Uncle Harry be surprised when Omnibot rolls in with wake-up words and good cheer?" Perhaps fortunately, Omnibot's anthropomorphism does not extend to having clippable ears.

Offshore

Pipeline repair

SUCCESSFUL trials have been carried out on an automated system to repair deep sea pipelines. The RMP project, as it is called, is being developed by ACB, Comex, Elf and Total.

Total carried out sea trials at the end of last month in Loch Lomond in Scotland. There, teams from ACB and Comex working from a control room onboard Seacom, a diving support ship, controlled a prototype remotely controlled vehicle, Rov 400.

The RMP project is part of the French deep sea hydrocarbon development programme. The system comprises a B frame to support the line above the seabed, a workable to hold the pipe, a module to carry girders and a transfer vehicle to move the various components of the system into position on the seabed. The project also needs other modules to carry out specific jobs such as machining, internal cleaning of the pipe and removing coatings.

During the Scottish trials, a length of pipe was prepared for insertion in the pipeline using the remote equipment and lowered to the sea bed. Now the group hopes to extend the system with additional modules which can be attached to the B frame.

Software

Mailbox program

SOFTWARE FOR the IBM PC and Compaq machines which allows electronic mail is available from Góteco, the computer arm of the U.S. General Electric group. Called PC Mailbox, the system works with the company's Quik-Com international electronic mailbox service.

On the screen appears a symbolic desktop with "trays" for incoming and outgoing messages. The software allows messages for outgoing mail to be taken from an address book stored in the system. More details from the company in the UK on 01-546 1077.

DREXLER ADVANCES IN EUROPE

Pergamon opts for laser card

BY GEOFFREY CHARLISH

DREXLER CORPORATION of California has signed up 20 licensees for its laser card information recording system in under two years and is now moving into Europe, having recently concluded agreements with Pergamon and Ciba-Geigy. This must be one of the most successful technology licensing operations in the U.S. and Japan for some time.

Mr Robert Maxwell, who heads the Pergamon group, has revealed that Standard Telephones and Cables is developing a reader/writer unit for his company. One of the first applications will be in connection with Pergamon's scientific information publishing operations, where immediacy is the keynote.

Subscribers will receive a laser card on which several hundred pages of A4 text are recorded, in place of the conventional printed paper. The card will be slotted into a personal reader and the pages will appear on a television screen. But Mr Maxwell said he "would rather not be drawn on the time" for the introduction of the technology.

The Drexler laser card was announced in 1981 and Toshiba bought the first licence in late 1982. Since then Drexler has set up facilities to make the recording material. It can hold up to 800 pages of English text on a piece of plastic the size of a credit card.

A very fine laser beam is used to melt microscopic black pits into the surface of an otherwise reflective surface. The pit sequences are digitally coded to represent text characters or graphics and can be read back by a second laser for reproduction on a screen.

But although Canon, Ericsson, Fujitsu, Honeywell, Matsushita, NCR, Sharp and Wang are among the licensees.

no systems or equipment have yet been marketed. "Development of the card reading equipment has taken longer than expected," says Mr Drexler. The main problem apparently, is to design a sufficiently inexpensive machine. Stanford Research Institute, with which Drexler has been working closely and where much of the original research was carried out, has recently completed a design, details of which will become available to licensees.

Under the non-exclusive licences, Drexler grants world distribution rights for the cards, together with rights to patents, know-how and the designs of equipment for writing and reading the cards. But no agreement includes card manufacturing rights or the basic technology.

In the U.S., one of the more dramatic applications is likely to be with Blue Cross of Maryland, the medical insurance group with over 70m subscribers.

The objective, says Drexler, is to give each subscriber a card on which is recorded his complete medical record and details of his insurance cover.

Card reader/writers will be placed in ambulances, doctors' surgeries and hospitals so that, in an emergency, medical staff can immediately determine the best action to take. The prospect is that lives will be saved and administration costs reduced.

According to Jerome Drexler, one or more of the Japanese licensed companies are likely to supply the reader/writers, of which 750,000 could be needed in the next ten years. At a value of about \$1,000 per unit, this could amount to \$0.75bn of manufacturing business.

The other European licensee,

Swiss company Ciba-Geigy, is more circumspect about its plans. At the company's UK photographic subsidiary, Ilford, Mrs Sabine Preston, marketing manager responsible for exploiting the product, said the company's purchase of the licence was a "long term strategic decision" and plans are confidential.

However, Ciba Geigy's Swiss subsidiary Gretag is in security systems and laser engraving. Furthermore, Ilford is in the film coating business, which is likely to be threatened in a few years by electronic image recording.

But Mrs Preston thinks it unlikely that any announcement of products or services will be made before the end of 1985. Half the companies on Drexler's list are Japanese. Two major camera companies, Canon and Olympus Optical are there. Although nothing has been announced, it seems likely both companies are thinking in terms of the digital recording of images from CCD cameras, in place of film.

Others are thinking about the storage of software on the cards — Kanto Denshi has already shown equipment at a video games exhibition in Chicago. Players might buy a card which is an arcade game, for example, could be slotted into various consoles for the latest games, and be deleted at the same time. Nipponconco, coin mechanism maker, has similar plans.

Another Japanese company, Computer Services Corporation, is planning to use the card in an educational system in which Kanji characters are combined with cartoons. The company sells over \$150m of software annually according to Drexler is designing a complete system.

JAPANESE RESEARCHERS DEVELOP FIBRES FOR HOSPITALS

Optical fibres for laser treatment

A JAPANESE company is promising an advance in optical fibres that could extend the applications of lasers in hospitals.

Mochida, a medical-products company, says it will soon be ready to sell an optical fibre that can carry the infra-red light from carbon dioxide lasers with relatively small radiation loss. Until now, the applications

for carbon-dioxide machines have been limited because fibres made from conventional glass absorb the radiation at 10.6 micrometres emitted by the device. As a result, light from the lasers cannot be "piped" by endoscopes deep inside the body to treat organs such as the stomach or lungs.

Despite this, carbon dioxide machines are one of the most useful lasers for hospital work. Light from the lasers is strongly absorbed by the water that is a major constituent of human tissue. As a result, the radiation can be used to vapourise cells in delicate cutting operations, for instance in gynaecology.

Mochida has revealed few details about its fibre. Before the fibre can be used in hospitals, it will have to satisfy strict tests on toxicity. The Japanese company is trying to make inroads into the UK by selling its own carbon-dioxide lasers through small British enterprises. Specially Medical of Andover. The £50,000 machines have an output of up to 60W and can be used to treat surface areas of the body in conjunction with a microscope.

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THE ARTS

The Theatre in 1984/Michael Coveney

A year of great acting . . . and indifferent plays

In this summary spot last year, the heroic achievements of Derek Jacobi on behalf of the Royal Shakespeare Company as Cyano, Prospero, Benedict and Peter Gymb, were celebrated with the suggestion that he might now be teamed with Ian McKellen, at either the RSC or the National Theatre, to usher in a new golden age of star classical acting.

While Jacobi took his RSC repertoire to the Olympic Games and Broadway, McKellen shook off the disappointments of last year and, burying the hatchet with Sir Peter Hall (McKellen had been a notable critic of the South Bank operation since its inception), climbed aboard. He proceeded to give three major and, in my view, increasingly remarkable performances that have added much lustre to an otherwise disappointing NT year.

And the Jackson Phedra, translated by Robert Macdonald and designed and directed by Philip Prowse, aroused more strongly expressed opinion, certainly among my colleagues in this building, than did any show all year. Some thought Ms Jackson's vocal range was too recklessly exploited; that Georgina Hale was too mannered as Aricia; that the translation was an abomination; that it was dull. In short, it was not like most things in the British theatre, comfortable and tidy.

Ms Jackson is also a member of the USA, and it is a feature of our theatre that its leading actors are drifting away from the subsidised sector into the commercial sphere. This may have something to do with what Simon Callow defined in his book *Being an Actor*, as the "bracketing" of directors, the bureaucracy of the big companies. But it is really more to do with money: spin-off television deals and film commitments are easier to organise around the scheduling of commercial six-month London runs than around the complicated logistics of a nine-month or two-year stint at the RSC or the National.



Scene from "Starlight Express"

Leonard Burt



Ian McKellen as Coriolanus and Glenda Jackson as Phedra

more "names" than the Chichester Festival for William Gaskill's wonderful revival of *The Way of the World* (later at the Haymarket); Maggie Smith, Joan Plowright, Sara Kestelman, Ian Hogg, Michael Jayston, James Villiers, John Moffatt, Jane Carr . . . the line stretched out to the crack of doom. And what scrupulous lucid work it was in a Chichester season that also boasted Alec Guinness's scandalously underestimated *Shylock*—a dignified, well-dressed, cool, fugal and noble resident of the ghetto who exerted a natural command over his Christian adversaries by merely being a greater presence than were they, and a fine revival of Alan Bennett's *Forty Years On* (also transferred to London), Paul Eddington in the lead.

Neither Trevor Nunn nor Terry Hands were directly involved in the RSC's Stratford this year, a fact which began to tell quite heavily towards the end of what started off as a most exciting season with Kenneth Branagh as Henry V. Adrian Noble's production was superb, Branagh impeccable of diction and deportment.

The excitement continued with Antony Sher's Richard III, the first serious claim on the part by a British actor since Olivier. Sher was a chameleon insect, a bottled spider, a hovering bat, a still toad, a bounding chimpanzee. He used his crutches like a pole-vaulter, careering across the stage with speed and lift. Out-witting and out-pacing an intimidated court of sycophants and victims. Above all, he used the idea of Richard's deformity in different ways depending on whom he had to deal with. This was a brilliant, extraordinary bravura performance which will no doubt achieve its final maximum impact on arrival in the Barbican next year. For my money, it ranked alongside Olivier, Robert Hirsch and Ramaz Chkhikvadze, all great Richards.

Roger Rees's Hamlet and Barry Kyle's doggedly lavish *Love's Labour's Lost* both exposed the dangers of letting expensive design ideas run away with intellectual preparation in the RSC. Neither production was notably intelligent, neither really showed the respective directors or casts to best advantage. Meanwhile, down the road at the ever pleasure-giving The Other Place, we had Louise Page's marvellous *Golden Girls*, superbly directed by Barry Kyle, and a rumbustious comic display from Geoffrey Hutchings in Nicholas Wright's *The Desert Air*.

It was TOP's tenth anniversary and I gather that the RSC will now be concentrating what there is of its new play policy in the Nissen hut and the Pit while the new middle-scale, privately funded Stratford venue, the Swan (due to open in 1986), will be the place to go for Jonson, Middleton, John Ford and the rest. I am not sure how I feel about this. Meanwhile, next year at Stratford we shall have but four main-house productions and the first piece of good news is that Juliet Stevenson, whose 1983 *Isabella* adorned the Barbican for much of this year, will be singing her Rosalind.

The RSC in London offered an abysmal production of *The Happiest Days of Your Life* and a superbly designed *Mother Courage*, Judi Dench making up for missing out on *Cats* with a devious, pragmatic alley-cat of a *Courage*, pushing John Napier's elaborately designed cart through the smoke and coloured lights on the periphery of European wars to an almost ecstatic apotheosis in the *Heavy Side Layer*. Howard Davies's production was mercifully un-Brechtian, thereby acknowledging one of our contemporary theatre's greatest challenges: the restoration of the century's most important dramatist in the terms of our own political and social culture.

Arts Guide

Music/Monday, Opera and Ballet/Tuesday, Theatre/Wednesday, Exhibitions/Thursday, A selective guide to all the Arts appears each Friday.

Music

Dec 21-27

- LONDON
Royal Philharmonic Orchestra conducted by Lionel Friend with Peter Donohoe piano, Beethoven, Bartok, Liszt (Wed), (6388881).
Royal Philharmonic Orchestra conducted by James Judd with Howard Shelley piano, Rossini, Bachmann and Tchaikovsky, Barbirolli Hall (Thu).
Ronnie Secor's Fifth Street Singers/entertainer George Mely with John Chilton's Feetwarmers, (436 0747).

- WASHINGTON
New York String Orchestra (Concert Hall), Alexander Schneider conducting, Handel, Haydn, Mozart (Wed), Kennedy Center (254 3778).
VIENNA
Biedermeier Ensemble, Bach, Vivaldi, Mozart and national Christmas songs, Evangelical Church, Dorotheergasse (Mon).
MARTIN HOYLE
Marta Kleiser, organ, Christmas music from Bach and Franz Liszt, Lutheran Church, Dorotheergasse (Tue).

- TOKYO
Beethoven's 9th Choral Symphony: A special Japanese year-end tradition: New Philharmonic Orchestra, conducted by Ban Ario, Shinjuku Bunka Center (Tue), (0476 0141).
Tokyo Symphony Orchestra, conductor: Akiyama Kazuyoshi, Tokyo Academy Chorus includes Vivaldi, Tokyo Bunka Kaikan (Wed), U-Port, (362 8764).
Shinsei Nippon Symphony Orchestra, conductor: Kozuo Yamada, Beethoven's 9th conducted by Hayata Shinjuku Bunka Centre (Wed, Thur), (985 4836).
Japan Philharmonic Orchestra, conductor: Herbert Kegel, Beethoven's 9th, Egmont Overture, Kosei Nenkin Hall (Wed, Thur), (234 5011).
New Japan Philharmonic Orchestra, conductor: Seiji Ozawa, Tokyo Bunka Kaikan, (Thu), (499 1531).

- AMSTERDAM
Concertgebouw, Bernard Haitink conducts the Concertgebouw Orchestra, with Roberta Alexander, soprano, and Jari Van Nes, tenor, Mahler's Second Symphony (Tue); a Bach matinee from The Netherlands Chamber Orchestra under Rudolf Schenker, with Ely Ameling, soprano (Wed). In the Recital Hall (Wed), Colin Carr, cello, plays

Christmas Oratorio/St John's

Andrew Clements
The orchestra and choir of St John's Smith Square have got good mileage out of their preparation of Bach's Christmas Oratorio. Wednesday's complete performance at Smith Square followed accounts of Paris 1 and 2 in lunchtime concerts at the Barbican earlier this week; the series is completed with Part 3 today. It is a capable, unexceptionable account of the six cantatas that make up the oratorio; there are some most effective moments and some lovely obbligato playing, but never quite the conviction that should bring the work to dramatic life.

The Magic Flute/Grand, Leeds

Rodney Milnes
There is no "right" way to do the Flute, which is why people keep on trying but some ways are righter than others. Graham Vick's new production for Opera North starts and ends curiously. The serpent pursuing Tamino is an enormous black man in an eloquent and vaguely fetishistic costume, which seems a dangerously specialised, not to say distasteful, visual representation of the libretto. Alert viewers might have seen a clue to the denouement when the same supernumerary later helped to carry Sarastro in; at the end both bass and chorus are invisible while Pamina and Tamino perform an obscure dumb show signifying rejection of Sarastro—Tamino crosby breaks the flute and Pamina only accepts him once he has returned to his pre-trial costume.

Puss in Boots/Players' Theatre

Martin Hoyle
No television jokes ribald or raucous mar the pantomimes of F. R. Flancon—prolific painter, happier with this labour than Oberon's libretto for poor Weber. Admirers of the art must make a bee-line down to Charlton Cross's well-shined setline: there pantomimic patrons meet a gay fate thanks to the purrfect tail of Maureen Braithwaite. Chocolate of hue, though eyes and teeth flash white, this fuxx-nated prick-eared Tom is a delight. Sweet-voiced and purrly comic (never mind corn), we hear she is engaged for next year's Glyndebourne.

Such simplistic concepts as darkness and light good and evil are rejected; Queen and Sarastro are not to be timidly categorised but are merely part of life's rich tapestry of experience, to be learned from in self-proportions. This may be all well and good for 20th-century sophisticates, but unfortunately has little to do with the opera that Mozart and Schikaneder wrote, and courts rather absurdly the danger of making Sarastro seem a thundering old bore. This is one of those clever-clever productions that is depressingly irrelevant to the matter in hand.

WORLD VALUE OF THE POUND every Tuesday in the Financial Times

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Monday December 24 1984

Two prophets re-examined

WITH JUST a week of 1984 remaining, it is no longer rash to suggest that George Orwell's famous work should be honoured as literature, relished as a description of a totalitarian state, but discarded as prophecy. Indeed, we should thank Orwell for deflating the very future that he envisaged. The image of Big Brother has acted as a powerful antidote against the use by Western governments of communication and data processing technology to keep tabs on their populations.

If truth be told, it is an earlier work of futurology, Brave New World by Aldous Huxley, which came closer to envisaging some of the ingredients of progress that Western European societies face today. For instead of constructing a political nightmare and buttressing it, somewhat crudely, with an intrusive version of two-way cable television, Huxley wrote, in his own words, "about the advancement of science as it affects human individuals." He was more interested in what technology in itself would make possible, or inevitable, than in how it might be harnessed by dictatorships. And, as it happens, Huxley's approach has come nearer the mark.

Huxley was writing in 1931 about a world 600 years in the future. But some elements of his vision have become realities in a fraction of that time. Test tube babies and genetic engineering were the most important pillars of the caste system of administrators and workers that ran his Brave New World. Neither have arrived, but both are clearly visible on the horizon. Technological leisure, contraceptive sex from an early age, synthetic music, video and drugs kept the people happy. All of these hover around us today. There was a depressing, homogenised perfection about the world Huxley envisaged. Today in supermarkets and in the familiar chain stores that move into our town squares we sense the same rise of economic logic over colourful inefficiency.

Yet Huxley also shared some of Orwell's misconceptions. Both men associated the emerging technology with centralised economic planning—a grimy big lie in Orwell's case and a provider of shiny plenty in Huxley's. Both failed to see that as human existence becomes more complex, the ability of a central system to plan for its myriad desires becomes steadily more impractical. Of course, in Orwell's case, fear was on hand in sufficient measure to suppress any expression of economic discontent, but none of the superpowers in his world posed a free market challenge to the centralised approach.

Equally, in the visions of both writers, acceptable patterns of behaviour were imposed upon the populace from above by powerful rulers. Huxley realised technology could be insidious in its appeal, but nevertheless he envisaged its joys being inculcated into people by means of subtle therapies in early childhood. Neither writer saw that it would be the working of the free market that would inject technology into peoples' lives. Believe it or not, people now choose to do morning exercises in front of the green goddess on the television screen—they are not ordered to do them by Big Brother's agents. They gravitate naturally towards materialism without having to be told from on high that they should like it.

Technology has, indeed, proved to be a two-edged sword in its contribution to the power of government. It has thrown up such powerful weapons that developed countries now fear to fight one another in case the consequences prove uncontrollable. It has made possible such flows of information and finance between countries that the economic sovereignty of governments has been undermined. Some of its creations—the telephone, the home computer and word processor, the facsimile machine—are seen by authoritarian regimes as threats to their hold.

Above all, technology has recently created such a pace of economic change that governments find they are less and less able to plan or control the impact that this change has upon their countries. There is a tide of economic liberalism running through Europe. Even in China the somewhat Orwellian system is cracking as free markets beckon.

Reviewing his own work in 1946 Huxley kicked himself for not having foreseen nuclear energy; he said that this new source of energy would make totalitarian government inevitable. He shared the 1930s obsession with turbo generators as the humming embodiment of centralised power. Yet this was really a dying obsession, the last remnant of the economic revolution which had resulted from the advent of motive power 150 years earlier. Orwell, writing 18 years later than Huxley, had a first inkling that the power which would bring about the next revolution would be data handling power measured not in kilowatts and joules but in baud and kilo-bytes. But he did not see that it would destroy mental work just as the earlier revolution had destroyed manual labour.

Had both men known, they might have avoided another shared misconception. This was the accent on communal activity in their respective visions, whether it was Orwell's "group hate" or Huxley's community sing-ins and love-ins.

The electronic revolution has certainly made it easier to get in touch with each other. But curiously it has undermined proper human contact. It has allowed people to live more isolated lives, in which television provides them with a pale substitute for genuine community friendship.

Huxley's book was about a romantic savage in revolt against the ordered perfection of the Brave New World. The savage was in search of the "right to be unhappy, the right to have too little to eat, the right to live in constant apprehension of what may happen tomorrow." We are still a long way from the luxury of such a whim. There are many millions of Europeans for whom technology has delivered precisely these rights, along with unemployment, alienation, and loneliness.

Europe's non-totalitarian governments are therefore forced to tread a dangerously narrow path between realism and lack of compassion. They are right neither to have, nor to foster, illusions that they can secure wealth and determine their peoples' employment under circumstances of such change. They equally have to be extremely careful to hold together that perception of common good which underpins the rule of law and prevents liberalism unravelling into anarchy.

Compassion, whose birth as a religious ideal is celebrated tomorrow, was absent from Orwell's and Huxley's future worlds, suppressed and replaced by fear in the one, and miraculously rendered obsolete in the other. In Europe, in the real 1984, compassion is not obsolete. It is a vital requirement of every section of society, including government, as our countries ride, rather than resist, waves of technological and economic change that are breaking up the established patterns of so many peoples' lives.

"I have given a pledge to my men that they will not accept peace at any price. I would rather see the organisation (the Miners' Federation of Great Britain) broken down and built up again than see should sign away the conditions our men ought to have."

—Arthur J. Cook, MFCB general secretary in Bootle, November 8 1926.

"We are profoundly disturbed in our consciences in regard to this dispute and... we are not prepared to assign the blame to one side only."

—Bishops of Southwark and Winchester, Letter to The Times, May 3 1926.

"... It is a conflict which, if it is fought out to a conclusion, can only end in the overthrow of parliamentary government or in its decisive victory (cheers). There is no middle course open."

Winston Churchill, Chancellor of the Exchequer, speech to House of Commons, May 2 1926.

ARE THESE words, easily transferable across six decades, proof of history repeating itself in Marx's obscure phrase, for the first time as tragedy? Is the wheel of 1926 — of cutback in the mining industry at a time of rising unemployment, militant resistance, half-hearted support, Government resolution and ultimate crushing defeat — simply turning once more?

By Christmas 1926, the miners were back at work, most of them on an eight-hour day (compared with the seven-hour day worked previously) and most had suffered wage cuts as the national agreement gave way to district agreements. Many thousands who had been on strike could not get their jobs back; the mining areas remained in deep poverty for years after the seven-month mining strike of 1926 ended.

This year, television will bring Christmas day in the miners' welfare into almost every home. Film stars will appeal for aid and multi-millionaires have donated it; social security and working wives have mitigated the real starvation which faced the miners' grandfathers in 1926. But are the two years otherwise tremendously different?

The parallels are bewitchingly close. The miners struck in 1926 for a 10% pay rise and time from May to the end of November, long after the General Strike called in their aid had ended. The Baldwin Government was publicly anti-interventionist on the Thatcher one: it, too, took the industry's side against the miners, though with at least as many qualms.

It is in the characters and behaviour of the two Arthur's — Arthur Cook, the MFCB secretary and Arthur Scargill, the National Union of Mineworkers' president, that the similarities become so close as to melt away the years (the NUM president is wholly unconscious of this: Cook is his hero). Cook, who broke his health flogging himself round the coalfields from mass rally to packed meeting, was by all accounts an extraordinarily powerful orator — and one given to just as much hyperbole. In speeches on November 1 at Leigh and Pendleton in Lancashire — as the first signs of the massive "drift back" to work were becoming evident — Cook told his members:

"It is not surprising that some of the miners have got broken, but, although the struggle has lasted so long, the

Arthur's then and now: Scargill (below) is just as much given to hyperbole as Cook, the miners' leader in 1926



miners as a whole have not lost faith in me and Herbert Smith (the MFCB president) and my colleagues. You have been fighting against the legions of Hell. You have been fighting against the Government and all the forces of the state and even some of the trade union leaders. You have been left isolated in a struggle for the benefit of the whole of the working class movement."

When, towards the end of November, the MFCB members in a remarkable display of defiance as defeat stared them in the face, voted against settling on the Government and employers' terms (which were to result in a lengthening of the working day and a drop in wages for most of them), Cook called it "the most remarkable result in the history of the working class movement."

It was the kind of phrase employed by today's Arthur. Cook was a left-winger, even a Utopian: he distrusted, and was distrusted by, the largely right-wing socialists who dominated the TUC and the Labour Party. Like their present-day counterparts, they believed that he and Smith had done little to woo the Labour movement's support; that they had taken a stupidly intransigent line; and that they were impervious to persuasion. Cook thought they were traitors.

His most prominent trade union leader of the time was

UK miners' strike

By Christmas 1926, the miners were back at work. But some of the parallels with 1984 are bewitchingly close...

By John Lloyd, Industrial Editor

The MP did not dignify Cook by mentioning his name, but with the miners' secretary clearly in his sights, he said he was "unworthy to have had the sacrifice of such a noble body of men. After all, the great mass of the working classes of this country will not judge by words. They will judge by deeds, they will say to him: 'Have you delivered the goods?' When that question is asked, there is only one answer: 'No, I have failed, because I was incapable of understanding the psychology of the British people'". In his frankness, his ability to take abuse on the chin, his search for industrial reconciliation between management and worker, Thomas has his successors among the leaders of trade unions today.

Then as now, the TUC had a new and untried general secretary, indeed, Walter Citrine was still officially "acting" secretary. He had little purchase on the liaison between the TUC barons and the MFCB leadership — though he alone pressed, unsuccessfully, for the council to prepare for the general strike for which the Government already was prepared. Later, he had to try to bind the wounds: after a conference of trade union executives in January 1927 he was taken before his appointment as chairman. He had endorsed the general council's handling of the dispute by 2.8m votes to 1m — of which 800,000 were the miners — Citrine told the critics that the unions had to "sit down and look at the

thing objectively: until we do that neither getting rid of your leaders nor delivering the head of Jimmy Thomas on a charger will be of any avail..." Citrine, who with Bevin was to dominate the TUC for the next two decades, revealed in that strike his capacity for rational thought as miners panicked: writing in his diary on May 12, as the general strike ended, he said: "Never again will the Congress undertake the custodianship of any movement without the clear, specific and unalterable understanding that the General Council, and the General Council alone, shall have the free and untrammelled right to determine policy. How can we, with the millions of interests and considerations to review, allow our policy to be dominated entirely by the considerations of one union only?"

The wounds, then as now, were not confined to the leadership: The Times' indefatigable Labour Correspondent wrote on November 1 that "as a consequence of the actions of extremists on the Nottinghamshire miners' council, a strong section has broken away and has called a special meeting for tomorrow when Mr G. A. Spencer will be present." It was the beginnings of the breakaway, or "Spencer" union, under the leadership of a local Labour MP: it came as the "drift back" to work was already gathering strength, particularly in Notts. By November 5, the Notts mineowners had agreed to

meet Spencer so that he could "furnish some assurance... that he has the backing of the majority of the men." He had: the union split, not to be sewn together again for 20 years.

The "drift back" pattern in November corresponds remarkably closely to today's: by November 8, over 96,000 of the 131,000 Nottinghamshire, Derbyshire and Leicestershire miners had returned to work, as against only 17,400 out of 225,000 in Northumberland and Durham.

The issue of a "Red Money" (so called in The Times headlines) was the 1926 equivalent of Libyan aid — the TUC sent back a 2m rouble cheque paid to it during the general strike by the All Russia Federation of Trade Unions, but the miners kept their Soviet aid; and as the miners' strike ended, a debate was begun over the powers of trade unions, culminating in the 1927 Trade Union Act which prohibited sympathetic strikes and provided that union members had to "contract in" to the political levy, rather than "contract out," as before.

Seductive as they are, though, the similarities are less instructive than the differences. The miners in 1926 were the largest single bloc of workers in the country by far, and the biggest TUC affiliate: the union leaders were tentative, even deferential in their approach to Government; the privately-owned coal industry was demanding sweeping cuts in living and working standards.

Most important of all is the attitude of the rank and file. The General Strike was very solidly supported by all sections of workers involved; there is good cause for saying that it could have lasted longer, and become even more effective as more and more workers were called out, had the leadership not drawn back from what they perhaps rightly feared would turn into a revolutionary situation (the small but feared Communist Party thought it would). Yet the workers who were out, especially the railway men, were in many cases angered by being sent back to work by their unions before the miners' cause had been won though their leaders told them it had been won). Today, evidence of rank and file support for the miners is hard to detect in most industries (except, again, the railway workers) — and any future allegations of "betrayal" must take account of that.

Any talk of revolution seems absurdly overblown, even though some of the movement's leaders and activists may entertain it. Beatrice Webb wrote in her diary the week after the General Strike ended: "a strike which opens with a football match between the police and the strikers and ends in unconditional surrender after nine days with densely packed reconciliation services at all chapels and churches... will make the conditions of the Socialist's blasphemous... if only our revolutionaries would realise the hopelessness of their attempts to turn the British working man into a Russian Red and the British businessman and country gentleman into an Italian Fascist... We are all of us good natured and stupid folk. The worst of it is that the governing class are as good natured and stupid as the Labour movement!"

Good natured and stupid folk? Has that changed?

Salvaging expertise...

"It is stupid to own ships in Sweden or to try to compete, using vessels manned with Swedish crews," says Peter Gyllenhammar, no relative to the captain of Volvo — who is heading the attempt to salvage something from the SKR 6bn (£576m) wreckage of the country's biggest shipping company, Saleninvest.

The tonnage should be owned by tax-sheltered investors, rich dentists in Germany who can use the tax advantages, and the ships should be foreign crewed.

Gyllenhammar, a 31-year-old financial consultant in Stockholm's business world, has guaranteed SKR 100m in new equity capital for the formation of a company that would take over at least Saleninvest's management expertise in operating refrigerated cargo vessels — so-called reefers.

He sees promising opportunities for future business. "In Sweden, we are good at creating and managing transport systems. That will be the task of the new company." "Its assets will be the expertise of the staff. It will own no ships. It will be a sophisticated brokerage house."

Gyllenhammar, himself, is no stranger to bankruptcy. One of his early ventures, Trend Invest, formed shortly after he gave up business college in favour of a more practical route to fame and fortune, went bankrupt during the 1970s.

But Gyllenhammar showed a good sense of timing. He got out about six months before the collapse.

... in Stockholm

The plans for refloating a small part of Saleninvest were being optimistically announced on the seventh floor of Stockholm's Salen House — said earlier this year to help pay some of the company's bills — while two floors above Sven H. Salen, the group's chairman, was still sadly reflecting on the bankruptcy.

His explanation of Sweden's biggest corporate failure since

Men and Matters

the Krueger crash of the early 1930s: "Most of business is about taking risks — but obviously we took the wrong risks."

Next year would have been Saleninvest's 70th anniversary. But with operating losses running this year at nearly SKR 1bn on top of the accumulated debt, the group was unable to bail out fast enough to stay afloat any longer.

Sven Salen, founder of the group, died in 1969 with the company in strong financial shape. But he, too, had sailed close to bankruptcy twice in the early days and had to rely on the support of a sailing friend, Jacob Wallenberg, of Sweden's banking dynasty.

The secret of Sven Salen's success was bananas. Still an exotic fruit in the 1920s, bananas became one of the staple cargoes of the group and helped the Olympic sailor — he won a bronze medal in the 1936 Olympics — to build the world's largest refrigerated cargo business.

Saleninvest has operated up to 100 reefers, carrying around 25 per cent of the world's bananas and 30 per cent of its citrus fruit.

For the brothers, Sven Hampus and Christer Salen, who took over the business from their father at the end of the 1960s, new horizons beckoned. They took Saleninvest heavily into super-tankers and dry bulk cargo. But since the halcyon days of the early 1970s were abruptly ended by the first oil crisis, life has been one long battle to stem mounting losses.

This year, with reefer operations, dry cargo, tankers and oil drilling all losing money heavily, the leaks in Saleninvest finally became too big to plug.

Gravy train

Now that China is officially turning towards private enterprise to solve its economic pro-

blems, Chinese railwaymen are losing no time jumping aboard the gravy train (if you will pardon the allusion).

Crews on one of China's crack express are promoting commercial deals. This they do by introducing businessmen travelling on the service to each other. A sort of merchant banking operation on wheels...

After lunch on the 23-hour ride from Peking to the southern city of Changsha the head steward announces over the loud-speaker that interested people should come to the dining car to discuss possible business deals.

The crew also keeps records of who wants to buy or sell various products so that parties can be matched.

The New China News Agency has been looking into this mobile dealing and reckons the train crews have promoted 40 deals worth about 180,000 between businessmen who otherwise would never have met.

Hot air

Newly appointed chairman of Air New Zealand, Hugh Fletcher, who also runs the country's largest corporation, Fletcher Challenge, is unlikely to want to talk business over the family Christmas dinner table.

For he and elder brother, Jim, now head companies which are locked in a courtroom battle over the sale of a 47 per cent shareholding in the New Zealand independent travel and airline company, Mt Cook.

Jim Fletcher, aged 40, is chief executive of Dominion Breweries, which is in the onset of selling its 47 per cent stake in Mt Cook to the Goodman group, a fast-growing bakery and investment concern.

Air New Zealand claims it had a long-standing agreement that DB would offer it first chance to buy the shares in Mt

Cook, and it has taken an injunction to stop DB going ahead with the sale.

Hugh Fletcher, aged 37, points out that the Air New Zealand decision — "which I am sure was the right one" — was taken before his appointment as chairman. And he would prefer to leave the argument to the court.

His new post seems to carry a certain amount of contention with it. Bob Owens, his predecessor at Air New Zealand, has revealed that twice during his three-year term as chairman, he wrote out his resignation because of Government interference in the person of former Prime Minister, Sir Robert Muldoon.

Share out

A small bank in Germany, looking to make a profit from the British Telecom flotation, was advised to make individual applications for shares in the names of its clients.

The bank duly did so — and included the clients' addresses to provide authenticity.

But the bank, having picked the names of clients with a cash balance from the ledger, did not bother to inform them, apparently unaware that allotments plus return cheques would be sent directly to them.

Result: a number of Germans, some of whom had never heard of BT, were first surprised... and then delighted by the 800 shares that the postman delivered.

The bank lost its prospective profit. But its own stock must have risen with the customers who pocketed the windfall.

Run to seed

A former university running blue tells me that he finally had to admit last week to the onset of middle-age. While being measured for a suit, his tailor observed: "Have you noticed, sir, that you breast the tape much lower now than you used to?"

Observer

BASE LENDING RATES

A.B.N. Bank	9 1/2%	Hill Samuel	9 1/2%
Allied Irish Bank	9 1/2%	C. Hoare & Co.	9 1/2%
Amro Bank	9 1/2%	Hong Kong & Shanghai	9 1/2%
Henry Ansbacher	9 1/2%	Johnson Matthey Bkrs.	9 1/2%
Arnco Trust Ltd.	10 1/2%	Knowles & Co. Ltd.	10 1/2%
Associates Cap. Corp.	9 1/2%	Lloyds Bank	9 1/2%
Banco de Bilbao	9 1/2%	Mallinall Limited	10%
Bank Hapoalim	9 1/2%	Edward Manson & Co.	10 1/2%
BCCI	9 1/2%	Meghraj and Sons Ltd.	9 1/2%
Bank of Ireland	9 1/2%	Midland Bank	9 1/2%
Bank of Cyprus	9 1/2%	Morgan Grenfell	9 1/2%
Bank of India	9 1/2%	Mount Credit Corp. Ltd.	9 1/2%
Bank of Scotland	9 1/2%	National Bk. of Kuwait	9 1/2%
Banque Belge Ltd.	9 1/2%	National Girobank	9 1/2%
Barclays Bank	9 1/2%	National Westminster	9 1/2%
Benevolent Trust Ltd.	10 1/2%	Norwich Gen. Tet.	9 1/2%
Brit. Bank of Mid. East	9 1/2%	People's Tst. & Sv. Ltd.	10 1/2%
Brown Shipley	9 1/2%	R. Raphael & Sons	9 1/2%
CL Bank Nederland	9 1/2%	P. S. Refson	9 1/2%
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Citibank NA	9 1/2%	Standard Chartered	9 1/2%
Citibank Savings	10 1/2%	Trade Dev. Bank	9 1/2%
Clydesdale Bank	9 1/2%	TCB	9 1/2%
C. E. Coates & Co. Ltd.	10 1/2%	Trustee Savings Bank	9 1/2%
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Duncan Lawrie	9 1/2%	Wintrust Secs. Ltd.	9 1/2%
E. T. Trust	10%	Yorkshire Bank	9 1/2%
Exeter Trust Ltd.	10%		
First Nat. Fin. Corp.	11%		
First Nat. Secs. Ltd.	11%		
Robert Fleming & Co.	9 1/2%		
Robert Fraser & Pts.	10%		
Gridlays Bank	9 1/2%		
Guinness Mahon	9 1/2%		
Hambros Bank	9 1/2%		
Heritable & Gen. Trust	9 1/2%		

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THE CHURCH, THE GOVERNMENT AND ECONOMIC POLICY

Serving God and Mammon

By Anatole Kaletsky

"TO MY great regret, I have to add the Christian churches to the list of those whose outlook now contributes to the subversion of capitalism." When Rev Edward Norman, the Dean of Peterhouse, Cambridge, and a leading Conservative historian, made this provocative assertion in 1977, few of his listeners could have taken him seriously. For at least 200 years, the Western world has generally regarded religion as a politically conservative force: for Karl Marx it was an anti-revolutionary "opium of the masses"; for the great sociologist Max Weber, the Protestant work ethic was an indispensable catalyst for the creation of capitalism; for the British gentry, the Church of England was nicknamed the "Conservative Party at prayer".

Yet today, Dr Norman's prediction appears to be coming true. In America, Roman Catholic bishops are clashing with the Reagan Administration on everything from nuclear weapons to taxes. In Britain, conservative back-benchers are openly mocking the Church of England hierarchy as "muddled old men" and howling for the Archbishop of Canterbury to "eat coal in public" as a renunciation of his comments on unemployment and the miners' strike.

What accounts for this sudden outbreak of hostilities between church and state? The British Government has no problem providing a superficial explanation: the bishops are unworshipful, sentimental and politically naive, and it is the Government's duty to make the nation, including the Church, face reality.

Disturbing emphasis on market forces rather than values

The Bishop of Durham, for instance, deplors "being told that the way we can love our neighbours is determined by 'economic realities'". Taken in isolation, a phrase like this might seem to beg for the kind of rebuke delivered last month by Mr John Selwyn Gummer, Chairman of the Conservative Party. The authority of bishops is spiritual, not technical, he said. "They can no more pontificate on economic issues than the Pope could correct Galileo on physics."

Mr Gummer's riposte does not stand up to examination, as any undergraduate who has written an essay on "why economics is not a science" can readily attest. But a few years ago, the dialogue of the deaf between hard-faced Conservatives and sentimental churchmen might have petered out at this point; with the politicians muttering "render unto Caesar" and the clerics intoning warnings about "serving God and Mammon."

Today, however, some people on both sides of the argument about capitalism and Christianity are moving beyond the mechanical repetition of biblical sayings.

As politicians have attempted, at least in principle, to extend economic ideas to broader areas of public life, the churches have concluded that they must "make economic matters a central concern in ministry and teaching" in the words of the U.S. Council of Catholic Bishops. In Britain, bishops are learning enough economics not only to refute the Government's claim that "there is no alternative to current policies, but also to argue that absolute certainty about any single economic theory is a false faith—in fact an idolatry," according to the Bishop of Durham.

An disturbing for the churches as the concrete results of new economic policies, has been the emphasis on market forces, to the exclusion of other values, in the rhetoric of the Thatcher and Reagan governments.

To some secular Conservatives it may seem presumptuous or irrelevant for clerics to be arguing about the applicability of otherwise of market forces to secular areas of human life. But there seems to be no denying the theological validity of this exercise. What is most striking about the whole debate over capitalism and theology, is that serious Christian economists who have approached the issue from the opposite direction—as apologists for the market-oriented policies pursued by the Thatcher and Reagan governments—have reached a conclusion which is formally similar to that of the bishops: from a Christian standpoint, some limitations on the free play of market forces must be imposed by society.

This conclusion is firmly established, for example, by Professor Brian Griffiths, Dean of the City University Business School and a longstanding advisor of Mrs Thatcher's, in what must be one of the most sophisticated and convincing justifications of capitalism in Christian terms, *The Creation of Wealth*, published last month.

Professor Griffiths shows that a market economy, even with large inequalities of wealth and income, can be perfectly consistent with Christian principles. But where he differs, at least in principle, from many secular conservatives is in emphasising that the justification for capitalism is strictly conditional.

For a market economy to be compatible with Christianity, society must make certain conscious decisions to interfere with market forces—by redistributing some income to the poor, for example. Just as importantly, there must be a deliberate effort to curb the impact of the market at the spiritual level: to limit the ethos of individualism which is "alien to a Christian understanding of man; and in the broadest terms to 'rescue the market economy from a capitalist ideology' which represents economic life as 'inhuman, impersonal and amoral'."

In concrete policy terms, this kind of Christian conservatism may not differ much from the approach of the Thatcher government. Yet the inherent tension between the individualistic market ideology and the principles of Christianity appears to trouble Professor Griffiths as much as the bishops.

This tension arises from two divergent views of human nature. On one hand there are the frequent calls for social solidarity and mutual support in both the Old and New Testaments.

On the other hand, there is the sanctity of property—implied by the Commandment "thou shalt not steal"—and another principle, which Prof Griffiths and other Christian economists consider even more fundamental: this is man's duty of "stewardship" over the earth which requires him to make the most productive possible use of nature's resources.

However, in establishing the sanctity of private property, the Old Testament also imposes some duties and restraints on property which even the militant tendency in the British Labour Party might find extreme. Leviticus provides, for example, not only for taxes to feed the poor, but also for the cancellation of all debts between Jews every seven years. In every fifth year, called the Year of the Jubilee, all agricultural land which has been

bought or sold in the preceding period reverts, free of charge, to its original owners.

The justification for such redistributive measures is firstly that all land is God's and men are "but aliens and tenants"; secondly that no family should be permanently deprived of the capital required to earn a livelihood, even through its own improvidence or bad luck.

Although there is no evidence that a Jubilee ever actually occurred, such redistributive social policies were clearly meant to be taken seriously.

This kind of hedging on the principle of private property, even before Christ's much more pointed warnings of "woe unto you that are rich," leaves the practice of "stewardship" at the heart of the Christian justification of capitalism. Markets are compatible with religion because history shows that they provide the best means of generating wealth known to many.

The political side of this stewardship is equally important according to Christian conservatives: history suggests that political systems which undermine private property rights are also incompatible with the freedom of will which is divinely ordained for mankind.

In fact, the contrast between the material prosperity and spiritual freedom of capitalist countries, with the political and



Dr Jenkins, Bishop of Durham (left), Mrs. Thatcher and Dr Runcie, Archbishop of Canterbury.

economic oppression of Eastern Europe, or the starvation and inhumanity produced by the collectivist experiments of the Third World, is really the main argument for Christian capitalism.

But what happens to this argument if capitalism stops working, or if it emerges that capitalism and collectivism are not the only options? The debates on economics among Christians turn out ultimately to revolve around these questions, just as they do among the secular public.

Professor Griffiths believes, with many secular Conservatives, not only that the market system still works and that it would work even better if the government curbed even further its economic role, but also that the "mixed economy" of the 1960s and 1970s was an unstable phenomenon—interventionist and inflationary policies were about to set off a slide towards collectivist socialism, which might well have proved irreversible.

The Church, in contrast, appears to believe that a mixed economy is both a better and a more stable solution than untrammelled free enterprise.

So, to return to the issue which began this article, is the Church subverting capitalism by setting itself up as an Opposition to certain aspects of gov-

ernment economic policy? To the extreme Conservative who believes that Western society today is faced with an unambiguous choice between free enterprise and a drift towards collectivism, the answer may well be affirmative. To the Marxist, who believes that the imposition of full-blooded market forces on all aspects of society will only accelerate the demise of capitalism, the Church with its calls for moderation, is simply fulfilling its historically reactionary role.

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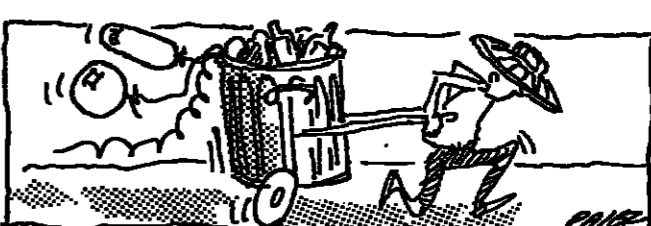
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Three Wise Men and the garbage

By Jurek Martin in Tokyo

TOMORROW IS Christmas. Out here, it is also Tuesday, which happens to be garbage day, and it would be remiss not to report that the three Wise Men of Chiyoda-ku—two dustmen and the head of the sanitation department—are unmoved by the seasonal spirit. Translated into practicalities, this means that the joy of Christmas is somewhat overshadowed by the awful problem of what to do with its leftovers.

We have nothing against the garbage-men of our borough, or any other, anywhere, come to think of it. Our fine upright citizens all, are clearly convinced that the modern greatness of Japan rests on the ability of the whole population to separate, religiously, burnables and non-burnables, only to put outside disposables for collection on Mondays and never, never, to leave anything out on the street the night before. Unfortunately, the residue of the alien custom of Christmas is outside the scope of the rule-book.

Not that Christmas is unobserved here; indeed, the Japanese have taken to it in a big way, though, rather like their adoption of baseball, it is more the form than the substance that counts most. We have trees, Beethoven, Handel, and reindeer songs (in Japanese) on pop radio, more frozen turkeys than even the most depressed U.S. trade negotiator could dream of, and cards of unimaginable variety and quality. (These received this year from a Mr Toyoda, who runs a car company, and a Mr Shinto, believed to be connected with telecommunications, are an exquisite marriage of the Japanese and the Christian.) Anyway, this is year-end bonanza time in Japan and Christmas is as good a commercial hook here as anywhere.

But, inescapably, we are drawn back to the equally universal problem of the leftovers.

In most of the rest of the world—Europe and North America will do for starters—any household's relationship with its dustmen lies somewhere between fear and money. It is also seasonal: the light inducements before Christmas can bring peace and cleanliness for another year; inadequate recompense means yesterday's fried egg in the petunias.

Not so in Japan; here, tipping, regardless of the season, is generally an insult. Year-end presents are given, but invariably to those from whom favours and patronage, but not services, have been received. This means not only that the dustmen do not get anything, but that they might well find themselves apologising in person if so much as a single milk carton was inadvertently overlooked the previous May.

But only so long as the game is played by the rules—and they set them. They do not, for example, embrace dead Christmas trees as we found out, in protracted guerrilla warfare, a year ago. An average tree is both outside (Japanese garbage trucks are small) and burnable, so, at 8.45 am on the first Monday after last Twelfth Night, we put ours out with what was left of the brandy butter (small, rancid, but extremely flammable). The latter went, but not the former. A charade worthy of Jacques Tati, the French comedian, then ensued. Each week we chopped a few limbs, but to no avail. It must have been finally in May, after we had gone through three of the Swiss army knives with the little saws, that they finally decided to take it away.

We knew we were beaten. This year, we have bought a live tree. When we finally leave Tokyo, we are going to present it—by then it may be 50 feet tall—to the Chiyoda-ku garbage department, with our sincerest Christmas wishes.

Use of the veto in the EEC

From Mr A. Turner, QC, MEP

Sir—Your leading article (December 6) on the EEC rightly says that the time has come to make decision-making in the Council of Ministers more efficient. The use of the veto on the pretext of "vital national interest" but in fact based often on the "fimsiest pretext" as you rightly describe it, must in some way be rendered practical and constructive rather than negative.

I believe the answer lies in a passage in the argument before the European Court of Justice which I heard in September, when the court was questioning the Council of Ministers' representative during the European Parliament's case against the council for "failing to act" in the field of transport.

One of the judges said to the council representatives: "You say that the council has failed to act on these 35 draft transport directives because in each case one government or other blocked the action. Does this mean that the policy of the council in each case is that of the blocking member, and not of the nine in majority? Is the council no more than the sum of the 10 Governments?" The council representative replied: "I cannot answer that question."

From this argument in the court, I gained the impression that the sort of solution which the court would find acceptable is as follows: "The council is pre-eminently the political institution of the EEC, made up of politicians expert in the practical problems of the art of the possible." Therefore it is the duty of all members of the council to consider the practicability of any policy in all member states, and where a majority decides that a policy is not practical in one or a majority of member states, it should not attempt to force it on them by a vote.

This proposal is different from the so-called Luxembourg accord, under which a member state can veto something in its "vital national interest."

The court cannot approve the Luxembourg accord as this is wholly contrary to the Treaty of Rome, but the solution I have set out fits perfectly into the Treaty, and yet prevents the council indulging in the art of the impossible.

Amadeo Edward Turner, 3, Montrose Place, S.W.1.

Letters to the Editor

Taking care of Temple Bar

From the Chief Executive, Historic Buildings and Monuments Commission for England

Sir—I read with considerable interest the comments of Mr Colin Amery your Architectural Correspondent, about Temple Bar (December 10). May I make one or two comments?

It is not accurate to say that the Historic Buildings and Monuments Commission was asked for its views on the application to move Temple Bar and reaffirmed the evidence previously given by the Ancient Monuments Board. In his letter, Lord Montagu, chairman of the commission, also said: "You may wish to know also that if the structure is left in situ the commission will be ready to discuss with the owners or trustees, the possibilities for its conservation and to help find a long term solution." It was on the basis of this statement that the Secretary of State decided to reconvene the inquiry.

The article also says that "The commission took no serious account of long term protection of the monument, access, car parking or future maintenance." The position is that any course which the commission might follow to preserve the monument in situ is dependent upon prior decisions by others, eg the obtaining of consent by the Secretary of State or the offer of guardianship by the owners. The commission described a number of different approaches which would lead to the long term conservation of the monument in situ if the commission were entrusted with the conservation of the monument it would undertake its duties responsibly with regard to the long term preservation of the monument and access by the public, as we do with all our other 400 monuments. Indeed, the commission said that it would not take the monument into guardianship if public access was not also available.

Finally, the article refers to "Some bizarre 'heritage' conspiracy to let Temple Bar rot in the streets." I know of no such conspiracy and I can say categorically that the commission is not part of any such plan, nor would it be. If the monument came to the com-

Tang at the V & A

From the Keeper of the Far Eastern Department, Victoria and Albert Museum

Sir—The opening paragraphs of the article "Rich reserves of the Chinese" (December 15) make a number of unjustified assumptions about the policies of the Victoria and Albert Museum and display a certain ignorance of Chinese art and history.

It is stated that the Museum "would have been obliged to buy" the Tang horse, formerly on loan, which fetched £297,000 at Sotheby's. This is not so. The Museum made no attempt, either internally or externally, to raise the necessary funds since there was no desire to purchase the piece. There was no "incident," no panic. We were happy to have had the horse on loan, but not sorry to see it go.

An adjoining case already displayed two more of comparable interest and quality, while the sold horse has been replaced by an equally magnificent Tang camel from the Museum's own study collections.

The Tang dynasty lasted from 618 to c 910 AD, so it is difficult to see how the horse could be "well over 2,000 years old."

The term Chinese refers to European work in a supposed Chinese style and never to Chinese works of art.

Articles such as this reinforce a mistaken stereotype of national museums as institutions preoccupied almost entirely with acquisitions which try never to let loans on to the market. The chief current concern of this department is the raising of some £300,000 for a new gallery for its magnificent Japanese collections.

J. V. Earle, South Kensington, SW7.

Restraint on wages

From the Research Officer, Trade Union Research Unit, Ruskin College

Sir—We are touched by Maurice Scott's faith in the private employer, but not persuaded by the remedy he advocates for unemployment ("The

vital anchor of price stability, December 12).

The question is not so much whether we can find a way to induce private employers "to act more firmly in all our collective interest to restrain wage increases" but rather to get any employers



INTERNATIONAL BONDS

Investors rush to fill Christmas stockings

BY MAGGIE URRY IN LONDON

JUST when Eurobond syndicate managers thought it was safe to go sking, the market suddenly had a run last week. A surge in the New York bond market spilled over into Eurodollar issues, and the Prudential \$1bn plus, three-tranche deal was all that was left for pre-Christmas buyers to snap up at the last minute.

So the bonds that everyone had expected to see left on the shelf for a while found their way into Christmas stockings, and the prices shot up. By the end of the week, the seven-year 11% per cent tranche was bid at 99 1/2, the 10-year 12 1/2 per cent portion was bid at 100, and the 14-year zero was at 99.50, compared with the 20.85 issue price.

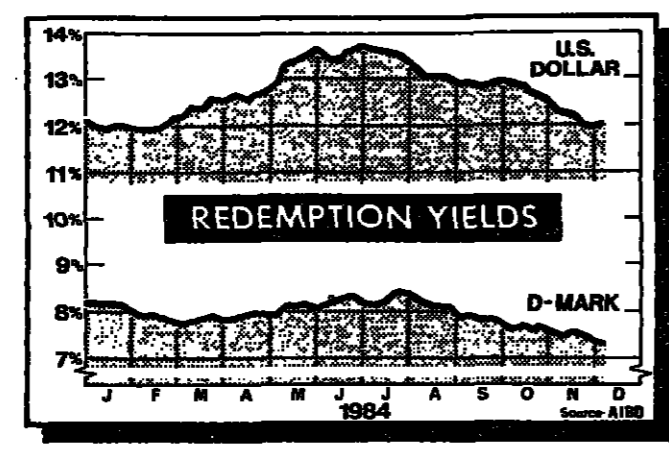
Since the summer, interest rates and bond yields have been falling, bailing out syndicate managers' long positions and making it easier to do deals. Most now hope that these favourable conditions will continue into the new year.

S.G. Warburg was able to tap the enormous demand among Japanese investing institutions for dollar-denominated paper issued direct from Japanese borrowers with an issue for Toray Industries. This type of paper is not counted towards the 10 per cent limit for overseas investment by the Japanese institutions. As a result these deals have a pricing structure all of their own.

The Toray coupon of 1 1/4 per cent was as far below U.S. Treasury yields as IBM could hope for. Even so, the paper was soon trading at 101.

Deutsche Bank's zero coupon issue was widely regarded as too tightly priced. The redemption yield of 11.34 per cent at a price of 98 (issue price less the 2 per cent total fees) is significantly below other 10-year zero coupon issues. The bid in the market on Friday of 98 1/2 was thought to be from Deutsche Bank itself, and little business was seen.

Zero coupon issues were under a cloud last week, though. There is now a real prospect of a Japanese tax on zero coupon issues being in-



roduced in April 1985. As Japanese buyers are often credited with taking a third of any zero coupon issue at its launch, this is a worry to issue managers. Some selling of zeros was seen late last week.

Salomon Brothers thought up a new structure for a floating rate note Yankee issue for the Nordic Investment Bank (NIB). The quarterly interest is set by taking the 91-day Treasury bill rate and adding 55 per cent of the difference between that and London interbank offered rate. The idea is that the NIB as a prime international borrower should price off the Treasury bill rather than the commercial bank liability index.

The difference between the two rates has averaged 100 basis points over the last two years, with highs and lows of 527 basis points and 48 basis points over the last seven years. The \$100m issue can be added to, up to a total of \$250m, and Salomon has promised to remarket any paper which investors put back.

So the NIB will have \$250m of 20-year capital to be used for general lending purposes.

The World Bank does not stop for Christmas and made two issues last week. The DM 500m deal went well and by Friday was trading around 99 1/2. A domestic Austrian schilling

deal, launched through Creditanstalt-Bankverein, was swapped into the Swiss franc which Creditanstalt had raised the week before.

Activity in the continental markets has come to a standstill. In the D-Mark bond market, prices were little changed over the last week. The new federal government 10-year bond issue was priced on Friday with a 7 per cent coupon and 100% issue price to give a yield of 8.90 per cent.

INTERNATIONAL CREDITS

Argentine package still to be wrapped

BY MARGARET HUGHES IN LONDON

THE pre-Christmas weeks saw syndication managers more preoccupied with toasting each other at the signings of existing deals than arranging new ones, while bankers who had hoped to wrap up debt restructuring packages have had to reconcile themselves to resuming negotiations in the new year.

True to form, the \$21.8bn Argentine package is once again a cliff-hanger. Over the weekend it was still not clear whether its 400 creditor banks will have committed the "critical mass" required by the International Monetary Fund (IMF) to the new \$4.2bn loan by tonight's deadline. This has to be achieved before the IMF will approve the release of its own \$1.8bn loan at a board meeting set for Friday.

It had been hoped that most creditor banks would have responded by the weekend. There has, however, been no indication of the amount already subscribed, beyond a figure of \$1.5bn announced earlier in the week. It is understood that UK and U.S. banks have responded well, but others are slower. Given that not all countries close down over the Christmas period, however, it is still hoped that the target will be met in time.

Brazil ended five days of talks with its 14-bank advisory group in New York with a joint statement

that "substantial progress" had been made on Brazil's request for the restructuring of maturities falling due in 1985 and "some subsequent years". The talks were adjourned on Friday night, however, and, according to Mr William Rhodes, the senior vice-president of Citibank who chairs the advisory group, they are expected to resume on January 3.

That means that there will be no package in place before Brazil's presidential elections in mid-January, but the banks are hopeful that it will have been finalised, if not signed, by the time the new civilian Government takes office in March.

Details of the negotiations were not disclosed, but it is understood that Brazil is seeking a package similar in structure to that agreed for Mexico last September. In the meantime, interim measures, including a deposit scheme similar to that used in the 1983 and 1984 negotiations, have been agreed by both sides for handling debt maturities in early 1985, pending completion of the package.

Mexico, for its part, has not, as it had hoped, been able to finalise its \$48.6bn package by the year-end and as a result will not be making the agreed \$1bn prepayment. It has said, however, that it will pay a larger amount of \$1.2bn once the

package is completed and will pay \$250m on January 3 when interest next falls due.

The delay in completing the Mexican package is attributed to the complicated documentation. Not so in the case of Venezuela, which has also failed to finalise its \$20.75bn restructuring package by the end of the year. Insufficient progress on the private-sector debt is still holding up work on the restructuring. Bankers are marginally more optimistic, however, that some progress may be achieved now that Venezuela has moved to speed up the procedures for registering private debt. Banks will review progress again on January 3 ahead of Venezuela's expected request for a renewal of its 90-day moratorium on public-sector debt.

There is better news from the Philippines, which has now reached agreement with the Paris Club creditor nations on the restructuring of its government-to-government \$1.1bn debt in parallel with its commercial bank debt rescheduling.

The most interesting news to whet the appetite of the credits market was the announcement that Woodside Petroleum is seeking \$1.8bn for its Northwest Shelf liquefied natural gas project. The funds would be used partly to refi-

nance the existing \$1.4bn loan arranged by Morgan Guaranty in 1980 and partly to finance the costs of the second export phase.

The market, however, will have to wait a while for the deal since Morgan Guaranty, which has been approached to arrange the new financing, says it will take several more weeks to structure the deal. It has yet to be determined whether it will be a straight syndicated loan or a multi-facility deal.

Australia proved to be the main source of activity in the pre-Christmas week, with Wardley Australia announcing a \$80m Euronote issue in the form of promissory notes in Hong Kong. This is the first time it has used this type of facility and is one of the first to be undertaken by a leading Hong Kong name. Wardley Limited, which is arranging the facility for its Australian subsidiary, is taking advantage of the ability to get round Australia's withholding tax through a Euronote issue.

The facility will have an initial maturity of two years which can be extended. Pricing will be set by bidding by 22 financial institutions through a tender panel up to a maximum of 1/4 of a per cent over Libor. Underwriters are BT Asia, Commonwealth Bank of Australia (Singapore branch), IBJ Asia, Wardley

International, Development Bank of Singapore and Tokai Asia.

The mandate for the credit being sought by India's Industrial Credit and Investment Corporation had been expected before Christmas. It is understood, however, that the bidding groups have been asked to improve on what were already fine terms. The amount has been reduced, however, to \$30m and a meeting with the bidders fixed for December 28.

One of the few new deals announced last week was a \$50m equivalent revolving underwriting facility for the Portuguese state-owned petrochemicals company Companhia Nacional de Petroquímica. This split Ecu/U.S. dollars facility was mandated to Deaz Witter Capital Markets International and S.G. Warburg.

The \$500m multiple deal for Turkey, which Citicorp is arranging, also appears to be dragging its feet. There seems to be some apathy towards the short-term advances portion, given that there is a sizeable market already in short-term advances to Turkey which banks are reluctant to dilute. There may therefore be a need for some fine tuning on this part of the deal. It is understood that Citicorp is to arrange a meeting between the borrower and the interested banks.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrowers, Amount, Maturity, Av. life years, Coupon, Price, Lead Manager, Offer yield. Lists various international bond issues including U.S. Dollars, Swiss Francs, Austrian Schillings, and Yen.

* Not yet priced. † Final terms. ** Private placement. ‡ Convertible. † Floating-rate note. ‡ With equity warrants. § Registered with U.S.S.E.C. (a) 1 1/4% over 6-m Libor; additional \$50m tap. (b) 3/4% over 6-m Libor. (c) Additional \$150m tap; quarterly CD equivalent of 91-day T-Bill rate + 0.5% of difference between that and Libor (minimum 35 basis points). Note: Yields are calculated on ABBG basis.

Advertisement for BusinessWeek International featuring a portrait of Björn Svedberg and text: "Of course I'm sure, I read it in BusinessWeek International." Includes a coupon for a new era for management.

Advertisement for Forward Trust Group titled "MATCHING THE CHANGING NEEDS OF INDUSTRY." Includes text about financing new plant and equipment, and a coupon for a booklet "FINANCE FOR INDUSTRY & COMMERCE".

INTERNATIONAL CAPITAL MARKETS AND COMPANIES

U.S. MONEY AND CREDIT

Rate cut underlines Fed's shift in gears

SANTA AND his elves—all as Paul Volcker and the six other Fed governors—arrived right on cue, delivering a further half-point cut in the discount rate to 8 per cent, effective today.

The Fed's comments which accompanied the reduction, and the report of the November Federal Open Market Committee (FOMC) meeting which was also released late on Friday, were seen as underlining this shift.

The Fed said the reduction was designed to bring the discount rate more into line with short-term market interest rates.

However, as with the previous reduction on November 21, the Fed provided additional information about its motives.

The Fed's statement added that the rate was cut "in the general context of the moderation of growth in economic activity since mid-year, continued relative stability or improvement in sensitive commodity prices and the strength of the dollar internationally."

The language of the November FOMC meeting report also highlighted the concerns of the Fed and the strength of its bias on the side of easing monetary conditions which has been evident since the start of September.

The report shows that all but one FOMC member, Mr. Lyle Gramley (who was also the one Fed governor to vote against the discount rate cut), favoured "a somewhat reduced degree of restraint upon reserve positions."

Mr. Gramley favoured no change. Last week's set of economic numbers including the 2.8 per cent "dash" fourth quarter GNP rise, suggested to some, including Dr. Henry Kaufman of Salomon Brothers, that "the economy has probably passed through its lowest point and is beginning to show signs of recovery."

It wants to spread its net as widely as possible. The best hope for the market, therefore, may well be that Opec members to hold the line at least temporarily on oil prices, providing a respite which would tempt the institutions into unloading part of the large cash surplus they will be building up in January.

For the longer term, it is worth remembering that, as long as sterling does not fall too quickly, lower oil prices should be good for inflation and good for bond markets.

And whatever the money supply figures are doing, there seems little evidence in the real economy of any build-up in inflationary pressures.

On that basis, many brokers believe it would be unrealistic for investors in gilts to expect yields much above 10 per cent over any great length of time.

Table with 4 columns: Instrument, Last Friday, 1 week ago, 4 wks ago, -12 month High, Low. Includes Fed Funds, Treasury bills, CDs, Commercial Paper.

Table with 4 columns: Instrument, Last Friday, 1 week ago, 4 wks ago, -12 month High, Low. Includes Treasury, Corporate, Municipal bonds.

Money Supply in the week ended December 10 fell 10.1% to \$551.1bn.

of incoming information on the economy and the monetary aggregates. This stresses the Fed's gradual and cautious approach, but it is also a marked change in direction.

At the November meeting a majority of the FOMC, which met again last week, urged that the Fed's policy be implemented in limited steps, pending an evaluation of its impact on financial markets and

ing market—probably favour the official case, yet it is not readily understood in the terms of higher short-term interest rates. High public borrowing figures are.

So if oil prices do continue to fall—and the perceived wisdom in the oil industry is that they will—and sterling slumps further, the general view is that the authorities may be vulnerable to any market pressure for higher interest rates.

In particular, the authorities must begin to get funding underway again to avoid the risk that what may well be a satisfactory monetary outlook now could turn out otherwise in coming months.

That priority was shown by the Bank's decision to issue a series of small tranches of existing stocks last week, so it is ready to take advantage of any recovery in the market. And the 50-50 split between conventional and index-linked in the £500m worth of stocks suggests

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poised for rejuvenated activity early next year." From a credit market perspective, however, the small 0.2 November consumer price index increase, the recent substantial decline in business bank borrowings and the smaller than expected \$3.5bn increase in M1 reported last week were given equal weight.

Particular attention will now be paid to the November leading economic indicators, due out on Friday, and the growing trickle of news about retail sales in the crucially important pre-Christmas period.

In the meantime, the big question for the markets is whether the latest discount rate cut is the end of Fed easing, at least for the moment, or another "limited step."

Leading the bulls, some of whom had hoped for a 1 per cent cut in the discount rate, Mr. Philip Braverman, of Briggs Schaeble, emphasises that the market has yet to appreciate "that the Fed's easing goes far beyond a concern over preventing the economy from slipping into a recession, a danger now passed."

He argues that "the threat of deflation and its dangerous implications for the world economy and financial system are the primary catalysts for the Fed's latest easing." Since he believes the prospect of deflation, heightened by the recent drop in spot oil prices, will remain, he is already predicting a further Fed easing, "probably in January or February."

For the immediate future, however, Mr. Braverman, like most other senior Wall Street economists, sees a number of temporary clouds on the horizon, including year-end profit-taking, seasonal market thinness and the upcoming \$5.75bn auction of seven-year notes on January 2 and the \$4.25bn auction of 30-year Treasury bonds the following day.

Last week such concerns were swept aside as money market rates, plunged and investors bet on the discount rate cut. Bond prices rallied strongly early in the week and held most of their gains through Friday.

The close government bond prices were between one and two full points up on the week. The Treasury long bond closed up 14 1/2 at 104 1/2 to 11.48 per cent compared with 11.59 per cent a week earlier.

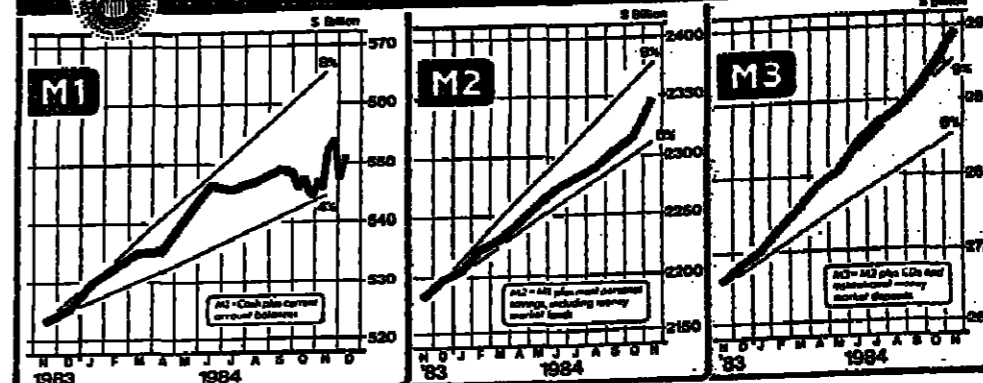
In the money markets, short-term rates fell dramatically as the Fed funds rate traded below the 8 per cent level for most of the week. Short-term rates fell by between 10 and 50 basis points.

In the corporate bond market, prices rose by 1/4 of a point on medium-term issues and 1 1/2 points on long-term bonds. New issues fell by between 20 and 40 basis points while long bonds were unchanged to 25 basis points.

The favourable market, coupled with year-end balance sheet pressures, spurred corporate treasurers to dive into the market to launch more than \$2bn of new issues.

Among the new offerings, ACF Industries sold \$400m of 15 1/2 per cent 12-year sinking fund debentures priced to yield 15.50 per cent, and Tandy launched a two-part package of notes comprising \$150m of 10 1/2 per cent 10.5-year notes priced to yield 11.17 per cent.

FEDERAL RESERVE MONETARY TARGETS



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UK GILTS

Oil price worries persist

IT WAS hardly an auspicious run-up to Christmas. An unseasonal slide in sterling's value left the gilt-edged market with little to celebrate and injected a note of anxiety into the City's traditional festivities.

By Friday both the pound and gilts had recovered some of their comparative losses. The adjustment of the Organisation of Petroleum Exporting Countries' meeting until later this week means that worries over oil prices and sterling may preoccupy the market in the new year.

Yields on long-dated stocks, which only a few weeks ago seemed to be threatening the 10 per cent barrier, were back over 10.3 per cent. The renewed strength of the U.S. bond market served only to limit the damage.

What last week did show is that financial markets are finally convinced that a bout of sterling weakness does not necessarily bring a knee-jerk response from the authorities in terms of higher short-term interest rates.

Money market interest rates edged higher, but there was none of the panic seen during earlier attacks on the pound—though what would have happened if U.S. interest rates had not been falling is open to question.

For their part, the Treasury and the Bank of England still seem convinced that monetary policy is on track and that the best response to an oil-induced slide in sterling's value is to sit back and hope the storm quickly blows itself out.

The problem is that, with sterling '83 distorted by the British Telecom issue, it is not easy for the authorities actually to demonstrate that monetary conditions are sufficiently tight.

The evidence provided by more arcane indicators—such as real interest rates and the housing market—probably favour the official case, yet it is not readily understood in the terms of higher short-term interest rates.

High public borrowing figures are. So if oil prices do continue to fall—and the perceived wisdom in the oil industry is that they will—and sterling slumps further, the general view is that the authorities may be vulnerable to any market pressure for higher interest rates.

Row follows Turkish banker's departure

MR EROL AKSOY, the 39-year-old whizz-kid of the Turkish banking world, and the Kukurova industrial group which owns three of the leading Turkish commercial banks, including the Ulusalari Endustri ve Ticaret Bankasi (Interbank) of which Mr Aksoy was chief executive until last week, have had one of the most spectacular public rows seen in the Turkish business world for many years.

An announcement from the board of Ulusalari on December 20 said that Mr Aksoy had been asked "to leave his appointment as chairman of the bank with effect from December 14."

The bank said the decision had been taken because of Mr Aksoy's links with another bank, Iktisat Bankasi, in which he accepted controlling interest earlier this year.

Ulusalari executive said it had been worried by the debts of Ergun Kabilo, a cable company owned by Iktisat, and that Ulusalari was reducing its own shareholding in Iktisat.

However, Mr Aksoy said at the weekend that the pressures from the industrial group which owns Ulusalari had prompted his departure. "No one wants the bank to be a Kukurova holding bank and its funds to be used for their own group problems," he said, claiming that as chairman of the bank he had fought to maintain its independence.

Mr Aksoy said that Ulusalari and Iktisat had taken a decision on October 26 to separate resources and staff. "At the Iktisat Bankasi, I have the opportunity to do banking without any pressure from an industrial group or holding company," he said.

Ulusalari had been little known until Mr Aksoy was placed in charge in 1981, after which it became one of the best known and most profitable Turkish banks. The bank said it had been unaffected by Mr Aksoy's departure, though Mr Aksoy claimed that five of the seven deputy general managers and three of its major branch managers had resigned.

"I told them I would only resign if they accepted my candidate to succeed me," said a defiant Mr Aksoy. "I definitely haven't resigned."

The Turkish banking world is now watching to see if Mr Aksoy—who became general manager of one of Turkey's largest private banks at the age of 30—will be able to pull off a third success at Iktisat Bankasi.

FT/AIBD INTERNATIONAL BOND SERVICE

Table listing international bonds with columns for Issued, Price, Yield, and other details. Includes sections for U.S. DOLLAR, STRAIGHT BONDS, CONVERTIBLE BONDS, and WARRANTS.

STRAIGHT BONDS

Table listing straight bonds with columns for Issued, Price, Yield, and other details. Includes various international bonds.

CONVERTIBLE BONDS

Table listing convertible bonds with columns for Issued, Price, Yield, and other details.

WARRANTS

Table listing warrants with columns for Issued, Price, Yield, and other details.

STERLING

Table listing sterling bonds with columns for Issued, Price, Yield, and other details.

ALAUSTRALIAN DOLLAR

Table listing Australian dollar bonds with columns for Issued, Price, Yield, and other details.

Companies and Markets

UK COMPANY NEWS

RECENT ISSUES

Maxwell gets cable TV network for £9m

MR ROBERT MAXWELL concluded over the weekend his acquisition of BET's Rediffusion cable television interests for £2m less than was expected when the deal was first announced in October.

Guinness £12m grocery deal

BY WILLIAM DAWKINS

A MOVE into convenience grocery stores is being made by brewer Arthur Guinness and Sons, which bought the Champions Group of health spas last month.

Blackwood Hodge sells Australian subsidiary

Commins Australia, the local subsidiary of the U.S.-based maker of diesel engines, is to acquire Commins Diesel Sales and Services, the Australian arm of Blackwood Hodge, the debt-laden UK construction equipment distributor, for A\$10.7m (£7.5m).

Memory Computer in £3m cash call

BY WILLIAM DAWKINS

THE TROUBLED Dublin-based computer maker and distributor Memory Computer, is to raise £3m (£2.9m) and return to the Unlisted Securities Market after a four-month suspension.

Howard & Wyndham reorganisation proposals

LONG-AWAITED details of a capital reorganisation have been unveiled by Howard & Wyndham, the loss-making publisher and retail jeweller. The scheme will be an alternative to voluntary liquidation.

Firth expands midway and raises interim

PROFITS OF £305,000 made by G. M. Firth (Holdings) in the half year ended September 30 1984 are considered "very satisfactory" by the directors, particularly in view of the sale of Northampton Machinery Company in April.

Sterling Industries

Pre-tax profits of Sterling Industries rose to £252,000 over the six months ended May 30 1984. The group is a substantial supplier to the mining industry and the results for the period were considerably affected by the miners' strike.

Atlantic Resources

Despite a substantial increase in investment income, Atlantic Resources, oil and gas exploration and production company based in Dublin, reports that a higher loss after tax has been incurred in the six months to June 30, 1985. After tax losses were £180,000 compared with £155,000. Tax was £312,000 higher at £382,000.

Granville & Co. Limited

Table with columns: Capital Invest., Company, Price on week div. (p), % Change, Gross Yield, P/E, Fully Actual Yield. Lists various companies like Ass. Bnt. Ind. CULS, Anspung Group, etc.

Today's Rate 10 1/4% - 10 1/2%

Table for 3i Term Deposits with columns: Term, Rate, etc. Includes a large '3i' logo.

EQUITIES

Table of equity prices with columns: Issue, Price, Amount, etc. Lists various stocks like Aberdeen AmPet, Access Satellite, etc.

FIXED INTEREST STOCKS

Table of fixed interest stocks with columns: Issue, Price, Amount, etc. Lists stocks like Aberfoyle 8 1/2 Conv. Uns. Ln., etc.

"RIGHTS" OFFERS

Table of rights offers with columns: Issue, Price, Amount, etc. Lists offers like Amalgamated Estates, etc.

PENDING DIVIDENDS

Table of pending dividends with columns: Date, Announcement last year, etc. Lists companies like Allied Colloids, etc.

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an invitation to the public to subscribe for or purchase any shares.

SIMON ENGINEERING plc advertisement with details of share issues and company information.

Clerical Medical

Table for Clerical Medical Managed Funds Limited with columns: Fund Name, Bid, Offer, Change. Lists funds like Cash Fund, Mixed Fund, etc.

WOODCHESTER INVESTMENTS Public Limited Company. Includes share capital details and application information.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are held for the purpose of considering dividends, interim or final and the sub-divisions shown below are based mainly on last year's timetable.

F.T. Share Information

The following securities have been added to the Share Information Service: American Cynaamid (Section: Americans), Basix Corporation (Americans), etc.

The Dun & Bradstreet Corporation advertisement. Includes company logo, share information, and contact details for S.G. Warburg & Co. Ltd.

Banque Nationale d'Algerie advertisement. Details US\$25,000,000 Floating Rate Notes due 1985.

New Zealand Steel Development Limited advertisement. Details U.S. \$300,000,000 Guaranteed Floating Rate Notes 1992.

FINANCIAL TIMES STOCK INDICES table with columns: Date, High, Low, etc. Lists indices like Government Secs, Fixed Interest, etc.

LAD BROKE INDEX Based on FT Index. Includes contact information for Ladbroke.

AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Closing prices, December 21

Table of American Stock Exchange Composite Closing Prices for December 21, 1984. Columns include 12 Month High/Low, Stock Name, Div. Yld., P/E, Stk. 100s, High, Low, and Change. Includes sub-sections for C-C-C, F-F-F, G-G-G, and D-D-D.

Continued on Page 14

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Table of New York Stock Exchange Composite Closing Prices for December 21, 1984. Columns include 12 Month High/Low, Stock Name, Div. Yld., P/E, Stk. 100s, High, Low, and Change. Includes sub-sections for A-A-A, B-B-B, C-C-C, D-D-D, E-E-E, F-F-F, G-G-G, H-H-H, I-I-I, J-J-J, K-K-K, L-L-L, M-M-M, N-N-N, O-O-O, P-P-P, Q-Q-Q, R-R-R, S-S-S, T-T-T, U-U-U, V-V-V, W-W-W, X-X-X, Y-Y-Y, Z-Z-Z.

Notes and footnotes regarding the data, including definitions of stock types (e.g., A-children, B-children) and other financial details.

WORLD STOCK MARKETS

OVER-THE-COUNTER

Nasdaq national market, closing prices, December 21

Table of stock prices for various companies including AEL, AFQ, ATE, AmF, AmR, AmS, AmT, AmU, AmV, AmW, AmX, AmY, AmZ, AmAA, AmAB, AmAC, AmAD, AmAE, AmAF, AmAG, AmAH, AmAI, AmAJ, AmAK, AmAL, AmAM, AmAN, AmAO, AmAP, AmAQ, AmAR, AmAS, AmAT, AmAU, AmAV, AmAW, AmAX, AmAY, AmAZ, AmBA, AmBB, AmBC, AmBD, AmBE, AmBF, AmBG, AmBH, AmBI, AmBJ, AmBK, AmBL, AmBM, AmBN, AmBO, AmBP, AmBQ, AmBR, AmBS, AmBT, AmBU, AmBV, AmBW, AmBX, AmBY, AmBZ, AmCA, AmCB, AmCC, AmCD, AmCE, AmCF, AmCG, AmCH, AmCI, AmCJ, AmCK, AmCL, AmCM, AmCN, AmCO, AmCP, AmCQ, AmCR, AmCS, AmCT, AmCU, AmCV, AmCW, AmCX, AmCY, AmCZ, AmDA, AmDB, AmDC, AmDD, AmDE, AmDF, AmDG, AmDH, AmDI, AmDJ, AmDK, AmDL, AmDM, AmDN, AmDO, AmDP, AmDQ, AmDR, AmDS, AmDT, AmDU, AmDV, AmDW, AmDX, AmDY, AmDZ, AmEA, AmEB, AmEC, AmED, AmEE, AmEF, AmEG, AmEH, AmEI, AmEJ, AmEK, AmEL, AmEM, AmEN, AmEO, AmEP, AmEQ, AmER, AmES, AmET, AmEU, AmEV, AmEW, AmEX, AmEY, AmEZ, AmFA, AmFB, AmFC, AmFD, AmFE, AmFF, AmFG, AmFH, AmFI, AmFJ, AmFK, AmFL, AmFM, AmFN, AmFO, AmFP, AmFQ, AmFR, AmFS, AmFT, AmFU, AmFV, AmFW, AmFX, AmFY, AmFZ, AmGA, AmGB, AmGC, AmGD, AmGE, AmGF, AmGG, AmGH, AmGI, AmGJ, AmGK, AmGL, AmGM, AmGN, AmGO, AmGP, AmGQ, AmGR, AmGS, AmGT, AmGU, AmGV, AmGW, AmGX, AmGY, AmGZ, AmHA, AmHB, AmHC, AmHD, AmHE, AmHF, AmHG, AmHH, AmHI, AmHJ, AmHK, AmHL, AmHM, AmHN, AmHO, AmHP, AmHQ, AmHR, AmHS, AmHT, AmHU, AmHV, AmHW, AmHX, AmHY, AmHZ, AmIA, AmIB, AmIC, AmID, AmIE, AmIF, AmIG, AmIH, AmIJ, AmIK, AmIL, AmIM, AmIN, AmIO, AmIP, AmIQ, AmIR, AmIS, AmIT, AmIU, AmIV, AmIW, AmIX, AmIY, AmIZ, AmJA, AmJB, AmJC, AmJD, AmJE, AmJF, AmJG, AmJH, AmJI, AmJJ, AmJK, AmJL, AmJM, AmJN, AmJO, AmJP, AmJQ, AmJR, AmJS, AmJT, AmJU, AmJV, AmJW, AmJX, AmJY, AmJZ, AmKA, AmKB, AmKC, AmKD, AmKE, AmKF, AmKG, AmKH, AmKI, AmKJ, AmKK, AmKL, AmKM, AmKN, AmKO, AmKP, AmKQ, AmKR, AmKS, AmKT, AmKU, AmKV, AmKW, AmKX, AmKY, AmKZ, AmLA, AmLB, AmLC, AmLD, AmLE, AmLF, AmLG, AmLH, AmLI, AmLJ, AmLK, AmLL, AmLM, AmLN, AmLO, AmLP, AmLQ, AmLR, AmLS, AmLT, AmLU, AmLV, AmLW, AmLX, AmLY, AmLZ, AmMA, AmMB, AmMC, AmMD, AmME, AmMF, AmMG, AmMH, AmMI, AmMJ, AmMK, AmML, AmMM, AmMN, AmMO, AmMP, AmMQ, AmMR, AmMS, AmMT, AmMU, AmMV, AmMW, AmMX, AmMY, AmMZ, AmNA, AmNB, AmNC, AmND, AmNE, AmNF, AmNG, AmNH, AmNI, AmNJ, AmNK, AmNL, AmNM, AmNN, AmNO, AmNP, AmNQ, AmNR, AmNS, AmNT, AmNU, AmNV, AmNW, AmNX, AmNY, AmNZ, AmOA, AmOB, AmOC, AmOD, AmOE, AmOF, AmOG, AmOH, AmOI, AmOJ, AmOK, AmOL, AmOM, AmON, AmOO, AmOP, AmOQ, AmOR, AmOS, AmOT, AmOU, AmOV, AmOW, AmOX, AmOY, AmOZ, AmPA, AmPB, AmPC, AmPD, AmPE, AmPF, AmPG, AmPH, AmPI, AmPJ, AmPK, AmPL, AmPM, AmPN, AmPO, AmPP, AmPQ, AmPR, AmPS, AmPT, AmPU, AmPV, AmPW, AmPX, AmPY, AmPZ, AmQA, AmQB, AmQC, AmQD, AmQE, AmQF, AmQG, AmQH, AmQI, AmQJ, AmQK, AmQL, AmQM, AmQN, AmQO, AmQP, AmQQ, AmQR, AmQS, AmQT, AmQU, AmQV, AmQW, AmQX, AmQY, AmQZ, AmRA, AmRB, AmRC, AmRD, AmRE, AmRF, AmRG, AmRH, AmRI, AmRJ, AmRK, AmRL, AmRM, AmRN, AmRO, AmRP, AmRQ, AmRR, AmRS, AmRT, AmRU, AmRV, AmRW, AmRX, AmRY, AmRZ, AmSA, AmSB, AmSC, AmSD, AmSE, AmSF, AmSG, AmSH, AmSI, AmSJ, AmSK, AmSL, AmSM, AmSN, AmSO, AmSP, AmSQ, AmSR, AmSS, AmST, AmSU, AmSV, AmSW, AmSX, AmSY, AmSZ, AmTA, AmTB, AmTC, AmTD, AmTE, AmTF, AmTG, AmTH, AmTI, AmTJ, AmTK, AmTL, AmTM, AmTN, AmTO, AmTP, AmTQ, AmTR, AmTS, AmTT, AmTU, AmTV, AmTW, AmTX, AmTY, AmTZ, AmUA, AmUB, AmUC, AmUD, AmUE, AmUF, AmUG, AmUH, AmUI, AmUJ, AmUK, AmUL, AmUM, AmUN, AmUO, AmUP, AmUQ, AmUR, AmUS, AmUT, AmUU, AmUV, AmUW, AmUX, AmUY, AmUZ, AmVA, AmVB, AmVC, AmVD, AmVE, AmVF, AmVG, AmVH, AmVI, AmVJ, AmVK, AmVL, AmVM, AmVN, AmVO, AmVP, AmVQ, AmVR, AmVS, AmVT, AmVU, AmVV, AmVW, AmVX, AmVY, AmVZ, AmWA, AmWB, AmWC, AmWD, AmWE, AmWF, AmWG, AmWH, AmWI, AmWJ, AmWK, AmWL, AmWM, AmWN, AmWO, AmWP, AmWQ, AmWR, AmWS, AmWT, AmWU, AmWV, AmWW, AmWX, AmWY, AmWZ, AmXA, AmXB, AmXC, AmXD, AmXE, AmXF, AmXG, AmXH, AmXI, AmXJ, AmXK, AmXL, AmXM, AmXN, AmXO, AmXP, AmXQ, AmXR, AmXS, AmXT, AmXU, AmXV, AmXW, AmXX, AmXY, AmXZ, AmYA, AmYB, AmYC, AmYD, AmYE, AmYF, AmYG, AmYH, AmYI, AmYJ, AmYK, AmYL, AmYM, AmYN, AmYO, AmYP, AmYQ, AmYR, AmYS, AmYT, AmYU, AmYV, AmYW, AmYX, AmYY, AmYZ, AmZA, AmZB, AmZC, AmZD, AmZE, AmZF, AmZG, AmZH, AmZI, AmZJ, AmZK, AmZL, AmZM, AmZN, AmZO, AmZP, AmZQ, AmZR, AmZS, AmZT, AmZU, AmZV, AmZW, AmZX, AmZY, AmZZ.

CANADA

Table of Canadian stock prices including Toronto and Montreal markets.

DENMARK

Table of Danish stock prices.

AUSTRALIA

Table of Australian stock prices.

JAPAN

Table of Japanese stock prices.

FRANCE

Table of French stock prices.

GERMANY

Table of German stock prices.

NETHERLANDS

Table of Dutch stock prices.

SWITZERLAND

Table of Swiss stock prices.

NORWAY

Table of Norwegian stock prices.

ITALY

Table of Italian stock prices.

SINGAPORE

Table of Singapore stock prices.

SOUTH AFRICA

Table of South African stock prices.

MONTREAL

Table of Montreal stock prices.

SWEDEN

Table of Swedish stock prices.

HONG KONG

Table of Hong Kong stock prices.

SPAIN

Table of Spanish stock prices.

AUSTRIA

Table of Austrian stock prices.

BELGIUM/LUXEMBOURG

Table of Belgian/Luxembourg stock prices.

WORLD VALUE OF THE DOLLAR every Friday in the Financial Times. WORLD VALUE OF THE POUND every Tuesday in the Financial Times.

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WORLD STOCK MARKETS

OVER-THE-COUNTER

Continued from Page 14

Table of over-the-counter stock prices including columns for Stock, Sale (Units), High, Low, Last, and Day.

Table of stock prices for various companies, including columns for Stock, Sale (Units), High, Low, Last, and Day.

Table of stock prices for various companies, including columns for Stock, Sale (Units), High, Low, Last, and Day.

Table of stock prices for various companies, including columns for Stock, Sale (Units), High, Low, Last, and Day.

Table of stock prices for various companies, including columns for Stock, Sale (Units), High, Low, Last, and Day.

BUILDING

£12.8m Oldham work for Higgs and Hill

BY JOAN GRAY, CONSTRUCTION CORRESPONDENT
HIGGS and HILL has been awarded a £12.8m contract by the North Western Regional Hospital Authority...

Work under the £18m redevelopment of Oldham General includes demolishing the Victorian workhouse which was the original hospital and then building four links of three storey blocks to provide 300 new beds and seven operating theatres.

A contract to supply radiation monitoring equipment worth £1.3m is the largest single order for this type of equipment ever received by NUCLEAR ENTERPRISES...

BALFOUR BEATTY has won a contract worth £1.5m in Scotland for the refurbishment of the Strathclyde Regional Council's Primary School, Milton of Campsie...

The Welsh Development Agency has awarded a £2.54m contract to WIMPEY CONSTRUCTION UK for dredging some 1.45m cu metres of the Dee Estuary.

J. JARVIS & SONS has been selected to build a 25m hotel in the old Salford Dock area. Refurbishment worth £1.38m of a factory at Stonehills, Gateshead, is to be undertaken by Wimpey for Tyne and Wear County Council.

Bryant construction
New Building Refurbishment Infrastructure
021-704 5111
Solihull-Bracknell

in this sector of the Salford Enterprise Zone. Work has just commenced and the hotel will be completed and operating in 1986 when CHM will take over the administration and day-to-day management.

QUARBY CONSTRUCTION COMPANY, Tisbury, has been awarded contracts totalling £3m. Largest project is a four-storey office building in Leeds for the Department of Health and Social Security to be completed in October, 1985.

NORWEST HOLST SCOTLAND has begun work on a £1.7m contract to construct Bellshill Main Street bypass for Strathclyde Regional Council. The contract covers the construction of 2.4 km (1.5m) of single carriageway 7.3m (25ft) to 13m (42ft) wide, some 50 per cent of which will be on embankment up to 5m (11ft) high.

WILLIAM TOWNSON AND SONS, Bolton, has won a £1.8m contract from Municipal Mutual Insurance to construct a 44,361 sq ft distribution depot including 2,299 sq ft of office accommodation in Southwood, Farnborough. The depot is for Furian Maid, a wholly-owned subsidiary of Trust House Forte, for the storage and distribution of food products.

NEW YORK

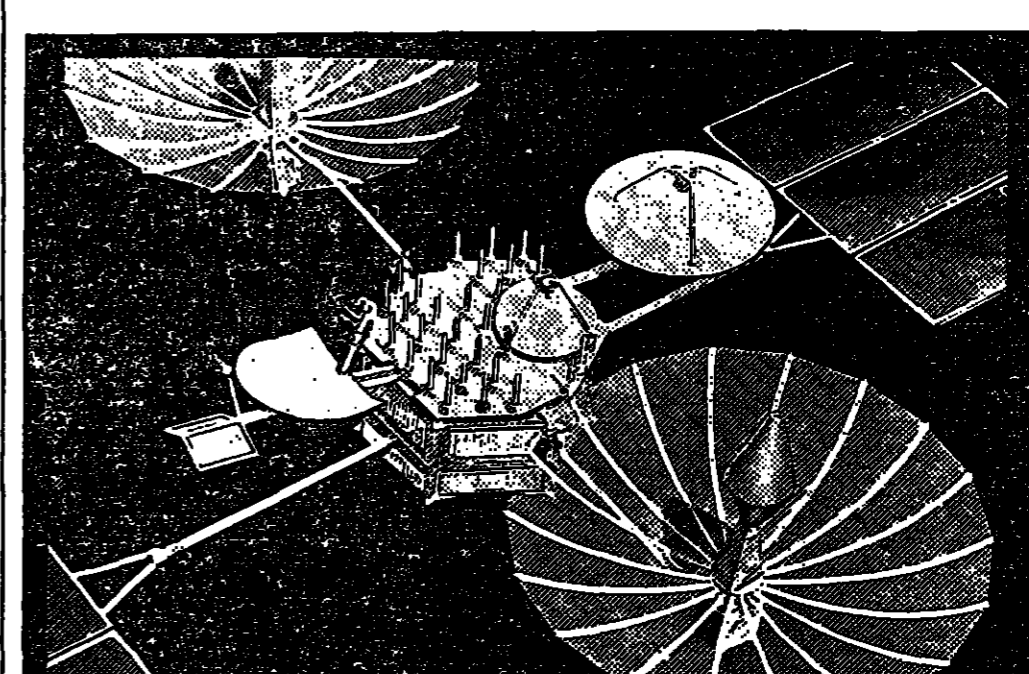
Table of New York stock indices including Dow Jones, Standard and Poors, and NYSE All Common.

INDICES

Table of international stock indices for Australia, Austria, Belgium, Denmark, France, Germany, Hong Kong, Italy, Japan, Netherlands, Norway, Singapore, South Africa, Sweden, Switzerland, and Taiwan.

NEW YORK ACTIVE STOCKS

Table of active New York stocks including Commodities, Ford Motor, Mobil, Shell, Chrysler, and Com Ed.



WHAT DO PILKINGTON KNOW ABOUT SPACE SHUTTLE COMMUNICATIONS?

Pilkington Space Technology know that without their Solar Cell Coverglasses, a continuous communications link between the U.S. Space Shuttle and Mission Control in Houston, would be impossible.

Ciwyd WALES
A better business decision
Wales

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Britannia Group-Continued, Abbey Unit Trst. Mgrs. (a), and others, with columns for name, manager, and performance metrics.

Table listing unit trusts under the heading 'Key Fund Managers Ltd. (a)(c)', including Key Fund Managers Ltd. (a)(c), Key Fund Managers Ltd. (a)(c), and others.

FT UNIT TRUST INFORMATION SERVICE

Main table of unit trusts with columns for name, manager, and performance metrics. Includes sections for 'Key Fund Managers Ltd. (a)(c)', 'Perpetual Unit Trust Mgmt. (a)', 'Prudential Unit Trust Mgmt. (a)', etc.

Table listing various unit trusts under the heading 'City of Westminster Assurance', including City of Westminster Assurance, City of Westminster Assurance, and others.

Table listing various unit trusts under the heading 'General Prudential Life PLC', including General Prudential Life PLC, General Prudential Life PLC, and others.

Table listing various unit trusts under the heading 'Guarantee Royal Exchange', including Guarantee Royal Exchange, Guarantee Royal Exchange, and others.

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F.T. CROSSWORD PUZZLE NO. 5,602

- ACROSS
1. Writer to run away with Odysseus' wife (8)
5. Defeat a good man in French sea (6)
9. Athenian statesman amended price to little boy (8)
10. Wedding breakfast for youths? (6)
11. Taking up choice (8)
12. Far from sweet—a pupil is vicious? (6)
14. Cast down? Just the reverse (10)
18. Virtually the same colour thanks to horse (10)
22. Kind character (6)
23. In modern surroundings, it is rejected as taciturn (8)
24. A tenor could be decorated (6)
25. Admirer and old master go to dance (8)
26. One may be put out getting others' opinions (8)
27. Achievement indeed beaten! (8)
DOWN
1. Father gets meat in Hampshire (6)
2. Hurried up to use ears for this boat? (6)
3. Find senior officer amongst the dead (6)

Crossword puzzle grid with numbers 1-27 indicating starting positions for the clues.

Answers to the crossword puzzle:
ACROSS
1. Odysseus
5. Defeat
9. Athenian
10. Wedding
11. Taking
12. Far from
14. Cast down
18. Virtually
22. Kind
23. In modern
24. A tenor
25. Admirer
26. One may
27. Achievement
DOWN
1. Father
2. Hurried
3. Find senior

INSURANCES

Table listing various insurance companies and their services, including AA Friendly Society, Abbey Life Assurance Co. Ltd., and others.

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INSURANCE, OVERSEAS & MONEY FUNDS

Table of insurance and overseas funds, including Liberty Life Assurance Co Ltd, National Provident Institution, and various international investment funds.

Table of insurance and overseas funds, including Sava & Prosper Group, Target Life Assurance Co. Ltd, and various international investment funds.

Table of insurance and overseas funds, including CAL Investments (Overseas) Ltd, SIE International Investment Mgmt Ltd, and various international investment funds.

Table of insurance and overseas funds, including Midland Bank Trst Corp (Jersey) Ltd, and various international investment funds.

OFFSHORE AND OVERSEAS

Table of offshore and overseas funds, including Accolade Investment Fund SA, Allianz Investment, and various international investment funds.

Money Market

Table of money market data, including various interest rates and market indicators.

Trust Funds

Table of trust funds, including various investment trusts and their performance metrics.

Money Market

Table of money market data, including various interest rates and market indicators.

Bank Accounts

Table of bank accounts, including various banking services and their associated costs and benefits.

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Financial Times Monday December 24 1984

INDUSTRIALS—Continued

Table of industrial stock prices including companies like British Petroleum, Shell, and ICI.

LEISURE—Continued

Table of leisure stock prices including companies like British Airways and British Telecom.

PROPERTY—Continued

Table of property stock prices including companies like British Land and Wimpey.

INVESTMENT TRUSTS—Cont.

Table of investment trust prices including various funds like Fidelity and Schroders.

OIL AND GAS—Continued

Table of oil and gas stock prices including companies like BP and Shell.

DAIWA SECURITIES logo and header.

MINES—Continued

Table of mining stock prices including companies like Anglo American and De Beers.

NOTES

Notes section containing financial information and company announcements.

MOTORS, AIRCRAFT TRADES

Table of motor and aircraft trade stock prices.

Garages and Distributors

Table of garage and distributor stock prices.

NEWSPAPERS PUBLISHERS

Table of newspaper publisher stock prices.

SHIPPING

Table of shipping stock prices.

SHOES AND LEATHER

Table of shoes and leather stock prices.

SOUTH AFRICANS

Table of South African stock prices.

TEXTILES

Table of textile stock prices.

FINANCE, LAND, etc

Table of finance, land, and other stock prices.

OVERSEAS TRADERS

Table of overseas trader stock prices.

PLANTATIONS

Table of plantation stock prices.

INSURANCES

Table of insurance stock prices.

PROPERTY

Table of property stock prices.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land stock prices.

OIL AND GAS

Table of oil and gas stock prices.

MINES

Table of mining stock prices.

REGIONAL & IRISH STOCKS

Table of regional and Irish stock prices.

OPTIONS—3-month call rates

Table of 3-month call rates and other financial data.

CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

20

SUN HUNG KAI SECURITIES (BERMUDA) LIMITED U.S.\$30,000,000 GUARANTEED FLOATING RATE NOTES DUE 1988

GUARANTEED BY SUN HUNG KAI SECURITIES LIMITED

NOTICE TO THE HOLDERS OF THE ABOVE MENTIONED NOTES

Notice is hereby given to the holders of the U.S.\$30,000,000 Guaranteed Floating Rate Notes due 1988 (the "Notes") that, with effect from 23 November, 1984 Sun Hung Kai Securities Limited (the "Substitute Issuer")...

The Substitute Issuer is a company incorporated with limited liability in Hong Kong and is a wholly owned subsidiary of Sun Hung Kai & Co. Limited, a public listed company incorporated with limited liability in Hong Kong.

After 24 December, 1984 the Notes will only be listed in the name of the Substitute Issuer and good delivery of any Note can be made only by the Substitute Issuer.

For SUN HUNG KAI SECURITIES LIMITED and SUN HUNG KAI SECURITIES (BERMUDA) LIMITED Citibank, N.A. London Principal Paying Agent

24 December, 1984

U.S. \$200,000,000 Bankers Trust Overseas Finance N.V.

Guaranteed Floating Rate Subordinated Notes Due 1994

For the three months 24 December, 1984 to 25 March, 1985 the Notes will carry an interest rate of 8 1/8% per cent.

By Morgan Guaranty Trust Company of New York, London Agent Bank

This advertisement is issued in compliance with the Regulations of the Council of The Stock Exchange. It does not constitute an invitation to purchase shares.

HARTONS GROUP Plc (Registered in England No. 1519907)

SHARE CAPITAL Issued and fully paid £2,400,000 Ordinary shares of 5p each

Application has been made to the Council of The Stock Exchange for the Ordinary Shares of Hartons Group Plc.

Hartons Group Plc is a holding company with interests in the distribution of plastics, the manufacture of consumer products and the manufacture of PVC foam and spring assemblies.

Particulars relating to Hartons Group Plc are available in the Extra Statistical Services and copies of such particulars are available during normal business hours on any weekday (Saturdays, public holidays and 24th December 1984 excepted) up to and including 18th January 1985 from:

Barclays Merchant Bank Limited Foster & Braithwaite 13/16 Gracechurch Street 22 Austin Friars LONDON EC3N 2BU ECSV OSA

Wells Fargo International Financing Corporation N.V. U.S. \$50,000,000 Guaranteed Floating Rate Subordinated Notes due 1996

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Sub-period 24th December, 1984 to 24th January, 1985 the Notes will carry an interest rate of 8 1/8% per annum.

Agent Bank: Morgan Guaranty Trust Company of New York, London

U.S. \$125,000,000 Midland International Financial Services B.V. Guaranteed Floating Rate Notes 1989

Guaranteed on a subordinated basis as to payment of principal, premium (if any) and interest by Midland Bank plc

For the six months from 24th December, 1984 to 24th June, 1985 the Notes will carry an interest rate of 9 1/8% per annum.

Agent Bank: Morgan Guaranty Trust Company of New York, London

ALL NIPPON AIRWAYS CO., LTD. (Zen Nippon Kyo Kabushiki Kaisha) GUARANTEED FLOATING RATE NOTES DUE 1991

Unconditionally and irrevocably guaranteed as to payment of principal and interest by Citibank, N.A. The Long-Term Credit Bank of Japan, Limited

Notice is hereby given that the rate of interest for the initial interest period has been fixed at 10 1/8% p.a. and that the interest payable on the relevant Interest Payment Date, March 20, 1985 against Coupon No. 1 in respect of \$5,000,000 nominal of the Notes will be £124.83.

December 21, 1984, London By Citibank, N.A. (CSSI Dept), Agent Bank CITIBANK

FINANCIAL FUTURES

LONDON

THREE-MONTH EURO DOLLAR 3m points of 100%

Table with columns: Close, High, Low, Prev. Rows for March, June, Sept, Dec.

THREE-MONTH STERLING £250,000 points of 100%

Table with columns: Close, High, Low, Prev. Rows for March, June, Sept, Dec.

20-YEAR 12% NOTIONAL GILT £50,000 32nds of 100%

Table with columns: Close, High, Low, Prev. Rows for Dec, March, June, Sept.

STERLING £250,000 3m points of 100%

Table with columns: Close, High, Low, Prev. Rows for March, June, Sept, Dec.

DEUTSCHE MARKS DM 125,000 3m points of 100%

Table with columns: Close, High, Low, Prev. Rows for March, June, Sept, Dec.

SWISS FRANCES Sfr 125,000 5 p Sfr

Table with columns: Close, High, Low, Prev. Rows for March, June, Sept, Dec.

JAPANESE YEN ¥12.5m 5 p ¥100

Table with columns: Close, High, Low, Prev. Rows for March, June, Sept, Dec.

FT-SE 100 INDEX £25 per full index point

Table with columns: Close, High, Low, Prev. Rows for Dec, March, June, Sept.

WEEKLY CHANGE IN WORLD INTEREST RATES

Table with columns: Dec. 21, change, Dec. 22, change. Rows for LONDON, TOKYO, BRUSSELS, AMSTERDAM.

London—band 1 bills mature in up to 14 days, band 2 bills 15 to 33 days, and band 3 bills 34 to 63 days.

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Oil hits pound and gold

BY COLIN MILLHAM

It was a quiet and fairly predictable week for the dollar, with sterling and gold moving to centre stage as far as financial markets were concerned.

Commercial demand supported the dollar, as normal interbank trading trailed off and the major market operators squared their positions for the year-end.

Expectations of lower U.S. interest rates and a possible cut in the Federal Reserve discount rate failed to depress the U.S. currency, although the thin level of trading meant there was little chance of the dollar approaching this year's highs against the D-mark and most other major currencies.

The German Bundesbank was not particularly active, but would have found it only too easy to push the dollar down if it became too strong.

Sterling fell to record lows against the dollar and major currencies in general, as the price of North Sea oil fell on the European spot market and ministers from the Organisation of Petroleum Exporting Countries met in Geneva.

The market seems to fear that Opec will fail to prevent a downward slide in oil prices early next year, and on this basis sterling touched a record trading low of \$1.1625, and an all time London clearing low of \$1.1650 on Thursday.

The lowest point touched by the exchange rate index, a measure of the pound's performance against all major currencies, was 72.7, but on day there was a slight recovery.

Gold was also sold quite heavily and at one time seemed to be threatening the \$300 level. The lowest point touched in London was \$298, although a quote of \$298 was made in Asia.

Sellers of gold have appeared as the dollar has failed to weaken, despite lower U.S. interest rates. Falling oil prices may also mean that there is less money from the Middle East to invest in the metal.

On covering of short positions, although although the overall position still appeared very nervous.

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STERLING EXCHANGE RATE INDEX (Bank of England)

Table with columns: Dec 21, Previous, Dec 22, Previous. Rows for 8.30 am, 9.00 am, 9.30 am, 10.00 am, 11.00 am, Noon, 1.00 pm, 2.00 pm, 3.00 pm, 4.00 pm.

\$ in New York

Table with columns: Dec 21, Prev. close. Rows for 1 month, 3 months, 6 months, 12 months.

Forward premium and discounts apply to the U.S. dollar.

FORWARD RATES AGAINST STERLING

Table with columns: Spot, 1 month, 3 months, 6 months, 12 months. Rows for Dollar, D-Mark, French Franc, Swiss Franc, Japanese Yen.

BANK OF ENGLAND TREASURY BILL TENDER

Table with columns: Dec. 21, Dec. 14, Dec. 21, Dec. 14. Rows for Bills on offer, Total applications, Minimum, Allotment at minimum level.

DOLLAR SPOT-FORWARD AGAINST DOLLAR

Table with columns: Dec. 21, Dec. 14, Dec. 21, Dec. 14. Rows for UK, Dec 21, Dec 14, Dec 21, Dec 14.

Beign rate is for convertible franc. Financial market 73.90-74.10. Six-month forward dollar 0.424-0.25, financial month 0.20-0.15 pm.

OTHER CURRENCIES

Table with columns: Dec. 21, Dec. 22, Dec. 21, Dec. 22. Rows for Argentina, Australia, Brazil, Canada, Denmark, Finland, France, Germany, Greece, Hong Kong, India, Italy, Japan, Korea, Kuwait, Malaysia, Mexico, New Zealand, Norway, Portugal, Saudi Arabia, Singapore, South Africa, Sweden, Switzerland, Taiwan, Thailand, U.A.E., Yugoslavia.

CURRENCY MOVEMENTS CURRENCY RATES

Table with columns: Dec. 21, Dec. 22, Dec. 21, Dec. 22. Rows for Sterling, U.S. dollar, Canadian dollar, Australian dollar, Belgian franc, Danish kroner, Dutch guilder, French franc, German mark, Italian lira, Japanese yen, Swiss franc, Taiwan dollar, Hong Kong dollar, Singapore dollar, South African rand, Swedish krona, New Zealand dollar, Norwegian kroner, Portuguese escudo, Saudi Arabian riyal, Malaysian ringgit, Mexican peso, Australian dollar, Canadian dollar, Japanese yen, Swiss franc, Dutch guilder, French franc, German mark, Italian lira, New Zealand dollar, Norwegian kroner, Portuguese escudo, Saudi Arabian riyal, Malaysian ringgit, Mexican peso.

Morgan Guaranty changes average 1980-1982=100. Bank of England index (base average 1975=100).

EXCHANGE CROSS RATES

Table with columns: Dec. 21, Dec. 22, Dec. 21, Dec. 22. Rows for Pound Sterling, U.S. Dollar, Deutsche m/k, Japanese Yen, French Franc, Swiss Franc, Dutch Guilder, Italian Lira, Canada Dollar, Belgian Franc.

EURO-CURRENCY INTEREST RATES (Market closing rates)

Table with columns: Dec. 20, Dec. 21, Dec. 20, Dec. 21. Rows for Short term, 7 days notice, 1 month, 3 months, 6 months, 12 months, One year.

Asian \$ (closing rates in Singapore): Short-term 8 1/4-8 1/2 per cent seven days 8 1/4-8 1/2 per cent one month 8 1/4-8 1/2 per cent three months 8 1/4-8 1/2 per cent six months 8 1/4-8 1/2 per cent one year 8 1/4-8 1/2 per cent. Long-term Eurodollars: two years 10 1/4-10 1/2 per cent three years 11 1/4-11 1/2 per cent four years 11 1/4-11 1/2 per cent five years 11 1/4-11 1/2 per cent nominal rates. Short-term rates are call for U.S. dollars and Japanese yen; others two years' notice.

MONEY MARKETS

London calm despite weaker pound

Interest rates had a firmer tone on the London market last week as the decline in U.S. interest rates, which to some extent offset fears created by the weaker pound.

Federal funds fell below 8 per cent in New York last week, without any reaction from the Federal Reserve. The Federal Open Market Committee met amid speculation that the target rate for Federal funds was about to be raised, and this would be followed by a cut in the U.S. discount rate by 1 per cent to 8 per cent.

A slowdown in U.S. economic growth is expected to encourage a continuing decline in interest rates. The OECD has forecast relatively low growth of 3 per cent for 1985, although the flash estimate of Gross National Product growth in the fourth quarter of this year was 2.8 per cent, compared with a figure revised down to 1.6 per cent from 1.9 per cent for the third quarter.

On the other hand, the rise of \$3.8bn in weekly M1 money supply was below most expectations, and the immediate prospects suggest U.S. rates will remain soft.

MONEY RATES

Table with columns: Dec. 21, Dec. 22, Dec. 21, Dec. 22. Rows for Overnight, One month, Three months, Six months, One year.

UK clearing banks' base lending rate 9 1/8 per cent since November 23.

result of seasonal VAT payments. The very large shortage was at first expected on Tuesday, but eventually surfaced on Wednesday, amounting to £1.4bn, which was probably a record for the market.

After two days of fairly comfortable conditions there was little sign of any difficulty in dealing with the situation however. Almost all the day's help was provided by way of outright purchases of bills at unchanged dealing rates. Only a small repurchase agreement of £25m was entered into, while late assistance amounted to £150m.

FT LONDON INTERBANK FIXING

Table with columns: Dec 21, Dec 22, Dec 21, Dec 22. Rows for One month, Two months, Three months, Six months, Nine months, One year.

The fixing rates are the arithmetic means, rounded to the nearest one sixteenth, of the bid and offered rates for \$10m quoted by the market to five reference banks at 11 am each working day. The banks are National Westminster Bank, Bank of Tokyo, Deutsche Bank, Banque Paribas and Citibank.

DISCOUNT HOUSES DEPOSIT AND BILL RATES

Table with columns: Dec. 21, Dec. 22, Dec. 21, Dec. 22. Rows for Overnight, 2 days notice, 7 days notice, One month, Three months, Six months, One year.

MONEY RATES NEW YORK (4 pm)

Table with columns: Dec. 21, Dec. 22, Dec. 21, Dec. 22. Rows for Prime rate, Broker's call, Fed Funds, Fed funds at intervention.

TREASURY BILLS

Table with columns: Dec. 21, Dec. 22, Dec. 21, Dec. 22. Rows for One month, Three months, Six months, One year.

TREASURY BONDS

Table with columns: Dec. 21, Dec. 22, Dec. 21, Dec. 22. Rows for Two year, Five year, Ten year, Thirty year.

EGGD Fixed Rate Export Finance IV: Average Rate of Interest period November 7 to December 4 1984 (inclusive): 9.904 per cent. Local authorities and finance houses seven days' notice, others seven days' fixed. Finance Houses Base Rate (published by the Finance Houses Association): 10 1/2 per cent from December 1 1984. London Deposit Rates for sums at seven days' notice 6 1/4 per cent. Treasury Bills: Average tender rate of discount 8.125 per cent. Certificates of Tax Deposit (Series B): Deposit £100,000 and over held under one month 9 1/4 per cent; one-three months 10 per cent; three-six months 10 1/2 per cent; six-nine months 10 3/4 per cent; nine-12 months 11 per cent. Under £100,000 9 1/4 per cent from November. Deposits held under Series 5 10 per cent. The rate for all deposits withdrawn for cash 7 per cent.

Handwritten signature or note at the bottom of the page.

FINANCIAL TIMES SURVEY

TURKEY TRADE AND INDUSTRY

Opening up the country to the outside world has its problems but for Turkey's economic progress it is essential that the sense of direction provided by Mr. Ozal, the Prime Minister, persists.

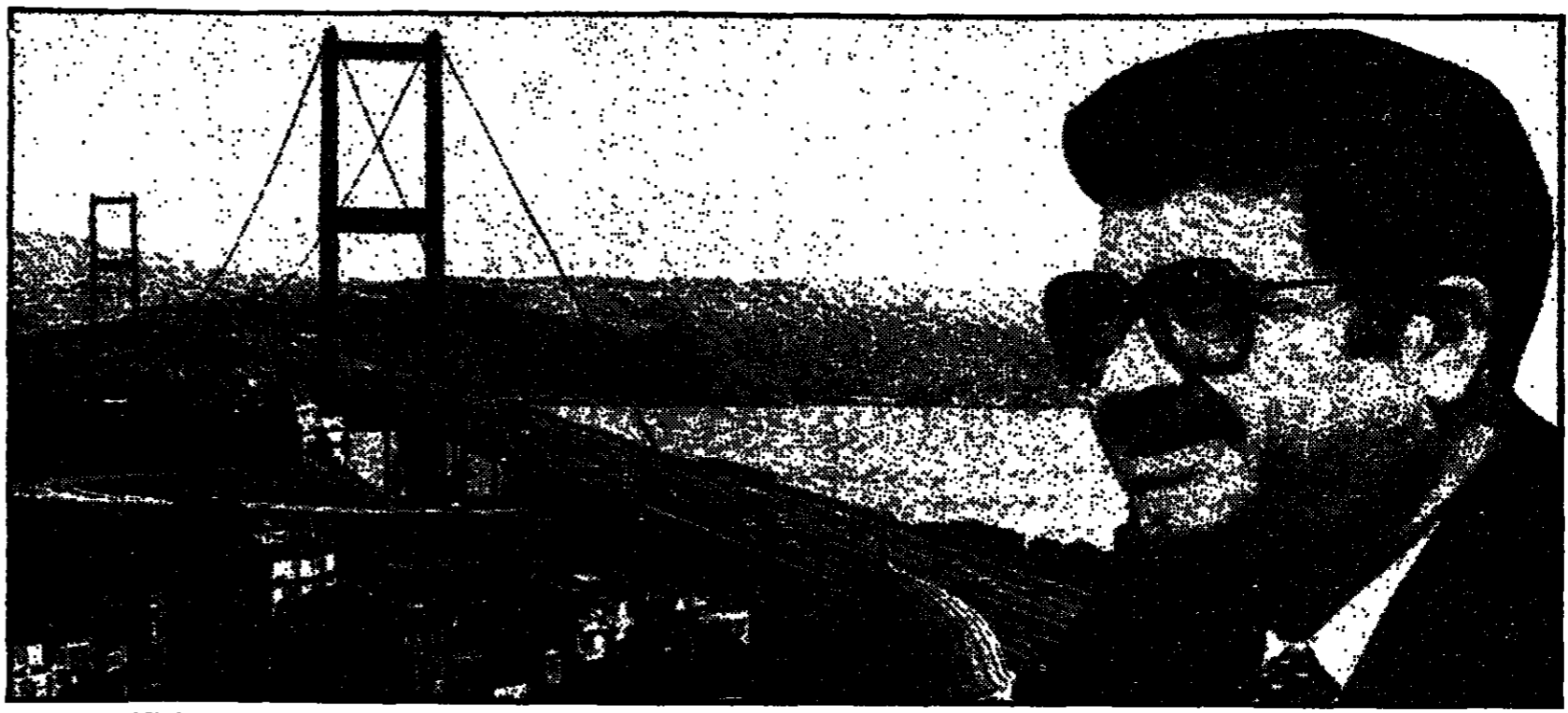
Reforms win approval

By DAVID BARCHARD

THE OZAL experiment in Turkey is entering the second half of its first decade. Five years ago, when the then Prime Minister, Mr. Süleyman Demirel, appointed Mr. Ozal as head of the State Planning Organisation, with instructions to draw up a strategy to pull Turkey out of economic chaos, the country seemed unable to combat the ailments afflicting it.

have continued to improve, even though some problem areas (notably inflation) remain stubborn. Though the system in which he is operating was created and is still watched over, by the generals who led Turkey's military revolution in 1980, Mr. Ozal and his reforms dominate Turkish national life in a way that no leader has affected the country for several generations.

and emphasis on exporting and competition will be sufficient to make the country's industrial sector survive in world markets? Will the social cost, in terms of increased income-inequality and bankrupt firms, not prove unacceptable at some point? More fundamentally, if Turkey is returning to civilian multi-party democracy, then will the inflationary economic policies which were the only way in which the hard-pressed Turkish politicians of the 1960s and 1970s could please a moiety of the electorate, not be expected to return?



Prime Minister Turgut Ozal: in the background, the Bosphorus Bridge

IN THIS SURVEY

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Accountancy practices: uphill task 3
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Few of them can suggest any sort of coherent alternative policy. This is partly because the Prime Minister is operating inside the austere political system created in 1982, which prunes to a minimum the scope for legitimate opposition.

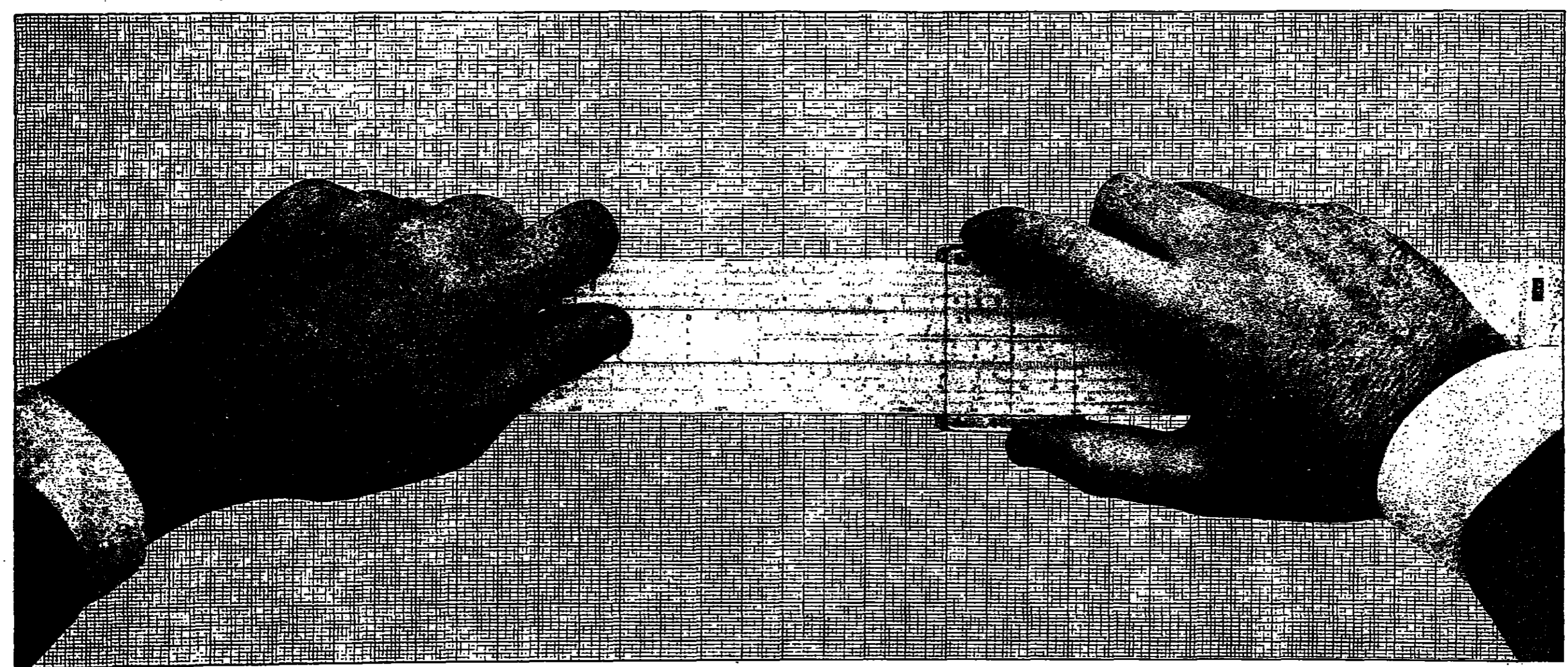
by quoting the petition in public—for ensuring that its existence became known to the Turkish public. Defenders of the somewhat draconian restrictions still in force tend to make two points. Firstly, they are being steadily lifted. A year ago, martial law was in force throughout all of Turkey.

For many businessmen, the chief disappointment of Mr. Ozal's first year in office has been his failure to bring down interest rates and inflation. Inflation is likely to be around 45 per cent by the end of the year and though the Government predicts it will be 25 per cent in 1985, most businessmen privately expect it will be five or ten points higher than that.

between Turkey and the West is strained by several tensions. Turkey does not feel able to compromise where criticism of its institutions is involved, but it has been eager to regain its standing as a civilian parliamentary democracy in bodies such as the Council of Europe.

Antagonism Historical antagonisms, particularly that between the Turkish state and Armenian terrorist movements, have complicated relations with France and the U.S. At home, the question of Turkey's own future as well as its relations with the West has been sharpened by a modest but distinct upturn in religious activity.

CONTINUED ON PAGE 2



Garanti Bankası Understands Turkish Industry

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intimate knowledge of and expertise in the Turkish trading and construction sectors and the benefits of the in-depth economic analyses regularly prepared by its panel of independent experts, has given Garanti Bankası a unique understanding of

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TURKEY - Trade and Industry 2

Outcry as Government boldly introduces value-added tax amid battle to curb budget deficit and inflation

THE VATMAN comes to Turkey on January 1. The law introducing the Value Added Tax was published six weeks ago; first returns include a rush to the shops by those fearing price increases and anguished cries by businessmen that the country is not ready for this tax revolution.

"I fear there will be a shaking of confidence in the tax because of the difficulties caused by the failure to make necessary and adequate preparation," says Mr Mehmet Yazar, president of the Turkish Union of Chambers of Commerce and Industry. He particularly stresses the lack of attempts to educate the public, a shortage of cash registers, and the absence of the legal framework for the "infrastructure" of the tax, the tax advisers themselves.

Introduction of the tax is a bold move for a government already battling to curb its budget deficit and inflation. No one is sure how the upheaval will affect the government's revenues.

Mr Turgut Ozal the Prime Minister, is described by some as being mainly guided by his instinct on this matter — as he was, successfully, it must be said, when he introduced an earlier tax reform in 1980. But most people accept that so antiquated is the base of Turkey's tax system that only a major shake-up will improve the share of tax revenue in GNP.

VAT is being introduced at a rate of 10 per cent with exemptions in predictable areas such as basic foodstuffs — and a continuing battle by pressure groups to have their particular interests excluded. The tax will replace about 10 existing taxes.

Where exports are concerned, officials are now studying how they will move

from the existing system of paying exporters a subsidy called a tax rebate and fixed according to the nature of the item.

While it will take time for the waves caused by the change to subside, the basic features of the Turkish cash system are likely to remain — a heavy emphasis on formal bookkeeping with stiff inspection, particularly of foreign companies; accounting principles based on a static rather than a going-concern approach; marginal disinclination against foreign companies, though here the foreign investment department is fighting fiercely for equal treatment; and a cumbersome bureaucracy.

The key rates are:

- Corporate tax. Basic rate of 40 per cent. Currently an additional withholding tax of 20 per cent is applied to div-

denes paid to foreign shareholders. Allowable deductions run parallel to those normal in the industrialised world. Depreciation can be on a straight line or declining balance method. Straight line rates may be up to 25 per cent declining balance rates are twice straight-line rates.

- Personal tax. This is levied at progressive rates. The tax burden on an individual earnings the equivalent of \$25,000 is just over 40 per cent.
- A 3 per cent service charge on banking and insurance transactions.
- Real estate. A 4 per cent total of taxes on sale.
- Stamp duties. These include 0.5 per cent on contracts, guarantees, mortgages, promissory notes and 0.3 per cent on letters of credit.

DAVID TONGE

Cautious optimism despite severe cash squeeze

IN 1984, Mr Ozal's Government apparently put the screws back firmly on Turkish industry. The cost of inputs went up in an continual series of hikes to the cost of state economic enterprise products, notably fuels and energy, from March onwards.

The Lira's depreciation against the dollar was headlong — from TL 290 in January, it had fallen to about TL 425 in December. This helped exporters, but was tough on everyone else.

Above all, interest rates continued to climb — and in September there was a squeeze on credit from state banks. Though industrialists still able to borrow money were exporters — borrowing at a net subsidised rate of around 60 per cent per annum, or others paying rates equivalent to almost 100 per cent a year. Despite all this — and a great deal of complaining in the Press — Turkish industry seems to have scraped through the year reasonably well. Not only were there no major defaults or bankruptcies in 1984, but for some of the major industrial groups things appeared to be looking up.

In a survey of companies published by the Istanbul Chamber of Industry in October, only 15 of the top 120 companies in Turkey reported making a loss — and 11 of these were from the state sector. Many appeared to be making substantial pre-tax profits.

Industrial prospects

DAVID BARCHARD

spang up under the import substitution policies of the 1960s and have little prospect of ever being able to sell their goods abroad — and might not be able to stand up to foreign competition at home if it is ever permitted.

The division between the exporters and non-exporters is fairly starkly reflected in the Turkish business world. This summer, while Tugad, the Association of Turkish Businessmen and Industrialists, which largely reflects the view of the major groups centred on Istanbul, was continuing to back Mr Ozal, the Union of Chambers of Commerce and Industry — the legal representative of the Turkish Business World — appeared to be striking a different course.

Warnings

"While interest rates remain as high as they are, there can't be a sense of normality, there's bound to be a sense of emergency," says an Istanbul businessman. Others still talk of 1985 as being "a make-or-break year for the Turkish economy."

A senior figure in one of Turkey's biggest industrial groups warns that even though there have been no major collapse this year, 1985 is bound to see some well-known names in trouble.

Broadly speaking, economists predict that if world markets hold up, Turkey's exporting industries are likely to grow steadily with exports increasing at rates of between 3 and 15 per cent annually until the end of the decade.

The prospects for the exporters look good. Doubt centres on the fate of those parts of Turkish industry which

merely what he promised the electorate. The only serious embarrassment was the appearance in inflation during the first half of the year and its consequent effect on interest rates.

The fact that Turks, almost without exception, seem to agree that the days of import substitution are gone for good and their country will have to become much more of a trading nation than it has been in the past, lends authority to Mr Ozal's position. No one can suggest a coherent alternative industrial strategy, except — as the prime minister points out — the Marxists.

Even so, there is discreet pressure upon him for some changes in tactics. Many industrialists feel that the policy of allowing the lira to depreciate has been taken too far. Several in Istanbul and Izmir, are fond of outlining alternative schemes under which the daily, usually downwards, adjustment of the currency would be replaced by a more gradual approach — perhaps with the lira being tied to a basket of currencies rather than pegged against the dollar.

Criticism

More worrying, politically, for the prime minister is the potential undercurrent of xenophobia among his critics — a faintest breath compared to the sales of criticism which raged in the 1960s, but still significant. The fact that the most enthusiastic endorsement of Mr Ozal's policies has come from the outside world has not escaped commentators in the national press and leaders in the Chambers of Industry and Commerce.

The claim that the monetarist policies of the Government have stopped economic life, rather in the way that chemotherapy is supposed to poison both tumour and patient, is clearly unfair in view of the continuing vitality of business life in Ankara and Istanbul.

But several problems remain intractable. Mr Ozal does not seem to understand the financial sector as well as he does other parts of the economy. There is no way of knowing exactly how large the debts of industry to the banks are — but the proportion of portfolio

loans which are "non-performing" is thought to be well above the 9 per cent officially admitted.

Under-utilisation of capacity still afflicts much of industry, running around 50 per cent on average. Some firms are learning how to use plant and equipment, originally intended for one purpose, for another. Others are not.

Real wages — which seem to have risen in 1983 — dropped in 1984. But pressure from both unions and from civil servants is growing stronger. Mr Ozal pressures from unionists, 1-7 was able this year to contain pressures from unionists, though the first strikes for four years were held in Istanbul and Ankara during the autumn. In 1985, pressure for wage increases may become irresistible.

Foreign investment has not yet started to flow in on a significant scale, while domestic investment is hamstrung by high interest rates. That picture may change after 1985 as investments come on stream after anything up to two years in the pipeline. But so far caution predominates.

When all this is said, however, the prospects for the Turkish economy, even assuming that deflationary policies continue, are of growth of GNP at more than 5 per cent a year (and possibly much higher) for the rest of the decade.

For Mr Ozal, as much as any of his predecessors, is committed to the idea of rapid growth and, according to reports in the Turkish press, his Government has been resistant to suggestions from the IMF that it accept lower growth targets during the next five years in order to see the current account come into balance at an early point.

Mr Ozal is known to believe that unless annual growth rates move up towards the 7 per cent mark, then Turkey's chronic social problems, notably unemployment, cannot be alleviated.

This implies something of a trade-off with his potential critics in industry if not in the trade unions: a continuing trade deficit and only gradual progress towards equilibrium on the current account, with inflation running above target levels (few industrialists believe that next year's target of 25 per cent will be met) in order to bring the social and economic consequences of Government policies.

This may not be as painful an approach as some of the Prime Minister's advisers would like.

On the other hand the pressures for industry to adjust and for the long-term restructuring of the economy are likely to continue while ensuring that risks are misbalanced. There may be casualties along the way and a great deal of private resentment, but the last thing Mr Ozal wants is another crash.

Industry's top six state enterprises

Company (area of activity)	Sales TL '000	Gross value added TL '000	Own capital TL '000	Profit TL '000	Labour force
Tüpraş—Turkey Petrol Rafinerileri A.Ş. (oil refining)	700,530,762	24,452,816	20,643,140	7,582,222	1,610
Türkiye Petrolleri A.Ş. (oil production)	339,428,179	85,461,611	129,975,525	67,479,025	7,277
Tekel Genel Müdürlüğü (cigarettes, liquors, etc.)	—	—	—	—	64,700
Türkiye Kömür İşletmeleri Kurumu (coal)	119,504,397	94,923,969	124,197,310	32,440,512	65,654
Ereğli Demir ve Çelik Fab. T.A.Ş. (iron and steel)	117,385,092	35,121,442	37,475,139	6,023,117	7,909
T. Demir ve Çelik İşletmeleri Kurumu Genel Müd. (iron and steel)	93,012,573	24,632,179	—	-22,700,298	32,599

Reforms win approval

freely to the West not only as migrant workers but also as holiday-makers. Today, migration has been reversed. Several hundred thousand Turks are expected to have returned from West Germany by the end of 1985. Not only are there no jobs in the West but Turks wanting to go there on holiday have to face cumbersome and deeply resented visa and immigration formalities.

Modern technology, particularly the colour television and the video, has offered ordinary Turks a new window on to the outside world and its ways, but the kind of insight that comes from direct personal experience is less available. In the end, convergence between Turkey and the outside world, particularly Europe, may be hard to

achieve without it.

At home, Mr Ozal's second year as Prime Minister will probably be dominated by the struggle against inflation and his efforts to control the growth of the money supply. His political opponents remain weak and divided, but the followers of the ousted prime minister of 1980, Mr Süleyman Demirel, remain influential. They may have had a hand in the October crisis inside Mr Ozal's Motherland Party in which the minister of finance was dismissed after accusing the Ministry of Interior of torturing customs officials during a corruption investigation.

Strong manager

All Turkish parties have traditionally been fissile and with an overall majority of only 13 seats, Mr Ozal is, in theory, vulnerable to any split inside his own party. One of the sur-

prises of his first year in office, however, was that the Prime Minister proved to be a strong party manager. Hastily cobbled together in the spring of 1983, the Motherland Party has not always impressed outside observers with its homogeneity. However, it was set up at a time when chances looked stronger for most other brands of right wing politics.

Loyalty to Mr Ozal was and remains the chief force keeping it together.

For Turkey's future progress, it is probably essential that the sense of direction which Mr Ozal has given the country persists. It may not be true that there is no alternative to his policies, but it is hard for most Turks to imagine what those alternatives would be like, unless they were a return to the discredited policies in force before 1980. No one seems to be asking for that.

Turkey's President Kenan Evren — a respected national leader, overseeing the transition to democracy

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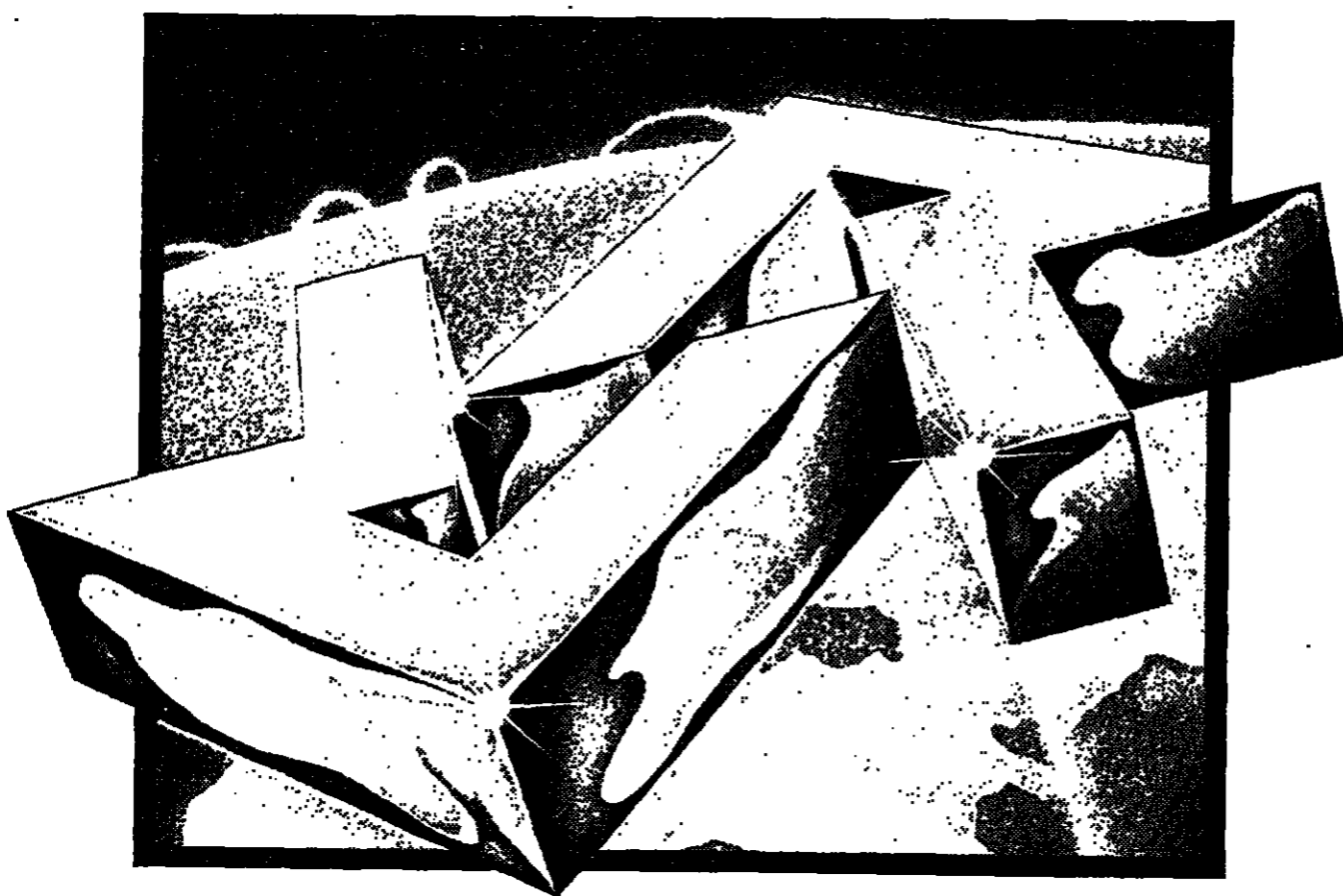
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TURKEY — Trade and Industry 3

Big improvement in export performance

IT HAS been a good year for Turkish trade. The raw figures tell part of the story. In the first ten months of the year exports of 5.7bn were 27.7 per cent higher than a year before, while imports were 15.1 per cent up, to \$8.4bn.

The result is that, despite the slightly liberalised regime, the trade gap has remained under control, falling by 4.6 per cent to \$2.7bn.

Here the crux of the matter is that this year's experience has helped those who argued that Turkey no longer needed the double-glazed greenhouse protectionism of the past. This was the view of Mr Turgut Ozal, the Prime Minister, and the 1984 trade regime—rushed through mere days after his Government was confirmed in office—reflected this.

The quotas of the past have been abolished in name and, virtually, in practice. There is now a list of banned imports including about 250 items and a further 370-odd customs classifications for which permits are required. All other imports are permitted.

This is not to say that free trade rules the roost. Import licences can be delayed and no appeal is allowed against refusal. The quantity controls of the past have been replaced by extremely stiff tariffs; a levy has also been introduced for a new housing fund—and in practice for other urgent Government expenditure, too.

Indeed, many companies complain that on the occasions when imports have begun to

Overseas trade

DAVID TONGE

become competitive the Government has promptly boosted the charges on imports. The case in point is newsprint.

But the net result is that the Government is being encouraged to chip away at import barriers—and industrialists have begun to take more account of the need for competitive pricing.

Turning the page, exporters have also had to face changes. The most controversial has been the Government's insistence that only companies exporting over \$50m in a recent 12-month period will be allowed to trade with the Eastern bloc.

More understandably, export subsidies have been reduced, but still the exporter is a privileged caste. He can retain part of his foreign exchange earnings. He receives subsidies called tax rebates worth up to 11 per cent of exports. He can claim tax deductions, first by

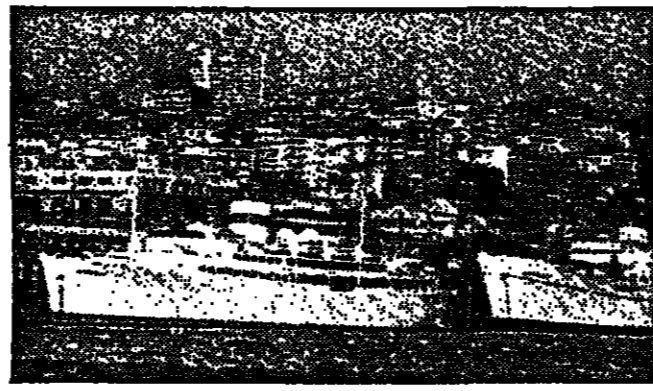
not declaring for tax 5 per cent of export earnings and, second, by setting 20 per cent of export earnings against company taxable income. He can also obtain preferential export credit.

GATT has kept relatively quiet about all this: its members are happy to see Turkey on the road to recovery. But the Turkish Central Bank has had its complaints. In the spring it uncovered a simple but major fraud. Some companies had been exporting low-value carpets at greatly inflated invoice prices. The carpets were then let to rot in warehouses in Western Europe while the exporter made his money by claiming rebates on the invoice price, worth far more than the original cost of the carpet.

A second problem has been the way that some export credit has been diverted to non-export purposes.

All this said, Turkey's export performance has been remarkable in recent years, with exports doubling between 1980 and 1983. It has taken advantage of its common borders with Iraq and Iran—and of their hostilities in the Gulf—and it has also begun to export products with a greater value added than the traditional exports of tobacco, cotton, hazel nuts, chrome ore and the like.

"Industrial products" accounted for 65.7 per cent of exports in Turkish statistics show that the first 10 months of 1983 and 73.6 per cent in the same period



Istanbul's Golden Horn, long a centre of international trade, is seeing a new emphasis on merchant shipping.

this year. Turkish officials admit these figures are misleading: the category industrial products includes many items which elsewhere are classed as agricultural. But the trend is clear—and continuing.

The Government is now working out what changes it will make in the export regime but already some points are evident. It plans to allow the existing rebate system to be blended into rebates on value added tax. It plans dramatically to simplify the procedures for issuing letters of credit: at present each such document involves up to eight tax calculations and more than half a day's work. It is also keen to improve port conditions.

This last point is crucial. Any Turkish exporter who has tried to compete with other Mediterranean exporters knows that Turkish ports are expensive and cumbersome: it does not

help that some are run by the harbour authorities and others by the railways. At the same time, loading conditions are poor and draughts limited.

However, the long-term outlook is undoubtedly for a Turkey far more open to the idea of trade than the closed and suspicious economy of the past. One proof of this is the mushrooming of export houses along the main business thoroughfares.

Another is the new willingness of Turks to change their production and packaging techniques so that they can compete better abroad.

True, some still believe that the Middle East offers an Eldorado, but increasingly one hears companies say that first they must secure a foothold in the tough but predictable markets of West and East Europe. It is proof of the increasing maturity of the Turkish business world.

Accountants face an uphill task in Turkey. There is still no legal requirement for having outsiders inspect companies' books

Balance sheets should be read with caution

Accountancy practices

DAVID TONGE

EACH year Turks pore over the lists published of the country's top taxpayers—and those at the top of the lists are duly happy to receive the bouquets and telephone calls of their friends. But ask a Turk what his company has truly made and discretion is the order of the day.

This sense that company affairs are private affairs is not surprising. Most companies are basically family operations. But it spells difficulty for the accountants.

Accountancy is a relatively new profession in Turkey. It was only with the new tax law of 1950 that accountants and tax audits began to get off the ground, and only in 1975 that foreign accountancy firms began to set up in Turkey to try and chip away at the Turks' anxiety about an external audit. Even today there is no legal requirement for having outsiders inspect the books.

The first two foreign firms to set up in Turkey were Arthur Andersen and Touche Ross. Today the first survives, the second does not, though its local partner, Mr Yuksek Nedim Yalcin, has subsequently set up a large and active shop with Price Waterhouse.

High reputation

Mr Turhan Yetkin, who runs Arthur Andersen in Turkey, says his firm now employs 50 people of whom 38 are in the professional divisions of accounting, auditing and tax consulting.

The firm has a high reputation in Turkey and has been providing management consulting services to the Central Bank as well as some Turkish companies.

This has been done with assistance from personnel from other Arthur Andersen offices. The firm puts emphasis on professional training of its personnel. It likes to recruit fresh from university.

Mr Yalcin, who is managing partner of Price Waterhouse

Turkey, also argues that there is little point in hiring personnel who have acted in the traditional Turkish tax fields—which he sees mainly as book-keeping—or risen through the normal route of starting as Inspector for the Ministry of Finance. His own experience includes four years as an inspector of a bank's accounts, and periods at Columbia and Harvard Business Schools.

His firm puts more emphasis on business consultancy than does Mr Arthur Andersen and this provided most of its revenue. Clients include the Agricultural Bank, the sugar industries, and the state fertilizer company. Like Mr Yetkin, he believes the Turks need a professional body of accountants, with Mr Yetkin in particular complaining at increasing problems caused by a lack of ethical practices.

"Some members of our profession are going to our clients and saying we will audit you for whatever price Arthur Andersen offered less 20 per cent."

Mr Yalcin's own firm, Muhass, and his operations with Price Waterhouse employ 38 professionals of whom three are expatriates.

A third joint venture is that established just over one year ago between the local firm Guven and Coopers and Lybrand. Mr Vahyi Somay, who manages the firm and who like many of those active in accountancy in Turkey won his spurs with Arthur Andersen, is the son of one of the founders of Guven.

In 1975 he joined his father's practice and in 1978 they established their first link with Coopers and Lybrand. As time went on and foreign banks and the International Finance Corporation, the World Bank's commercial window, became more involved in Turkey, so the demand for acceptable external audits began to grow.

Mr Somay says that his practice has grown with its clients and now it can afford to be more aggressive. However, the striking thing about his own firm's figures is how they show the decline of "compliance auditing" from three-quarters of his work to under one half. By contrast, full auditing has

increased its share as, most dramatically, has management consultancy services.

Two further foreign names in Turkey are Ernst and Whinney and Arthur Young, both through local representatives. However, what unites all these groups is concern about the extent to which existing accounts reflect the state of banks and companies in a way comparable to the accounts presented abroad.

Bad debts

The first problem is the allowance made for bad debts. Turkish tax laws require companies to go through a series of procedures including recourse to the courts before they will be allowed to provide for them against tax.

A second problem is that firms may only enter their severance payment liabilities when these are actually met, rather than making provision for them as they are incurred. Again, changes in the situation, because of foreign exchange swings, are also inadequately represented.

All these, and the lack of requirement for an external audit, mean that Turkish accounts often have to be read with some caution.

Could this situation be changed? Not overnight, say people like Mr Somay, who argue that there are simply not enough accountants to make implementation of such a law feasible. But those who want Turkey to evolve a proper capital market know that without faith in balance sheets Turks will not buy shares.

In the meantime, some companies prepare two balance sheets, one according to the requirements of Turkish law, the other to reflect generally accepted international principles. The would-be investor would do well to ask for the second.

David Tonge is director of International Business Services, a representation, consultancy and project promotion bureau in Istanbul. Formerly Economist Intelligence Unit representative in Ankara, until April 1984, he was Diplomatic Correspondent of the Financial Times, with additional responsibility for the paper's coverage and surveys on Turkey.

Fresh thinking on recruitment policies

Management training

DAVID BARCHARD

With most large Turkish private sector businesses still basically family concerns, it has only been in the past decade that corporations have begun to think hard about management recruitment and training.

"Even now family connections and loyalties still determine recruitment," says Mr Gunvor Uras, a leading Turkish economist who advises the large Sabanci

Group. "Show business is different and real business is different."

He dismisses some of the western-trained management specialists who have appeared on the Istanbul scene in the past few years as "window-dressing." "The best management is to be found in the established groups—Koc, Sabanci, and Yalcin," he says.

Foreign companies coming into Turkey do not have a network of friends and relations to guide their recruitment policies and so have had to rely more on formal training, particularly in the banking sector. The result—which foreign banks often point to when called on to indicate the benefits to Turkey of their presence there—is that there

is now a pool of between 30 and 50 Turkish young banking executives with international experience.

On the other hand, the absence of family ties shows. The new breed of Turkish bankers are fiercely fought over by both foreign and local banks, and some of the best-known of them have moved several times in less than half a decade.

At the University of the Bosphorus in Istanbul, are Turkey's only seriously regarded classes in business and management studies. Some industrialists, such as Mr Fethi Agalar, the managing director of Nesas, the aluminium manufacturer, continue to give classes there in order to provide a bridge

between industry and the universities.

Mr Agalar is rather modest about these results of his efforts, pointing out that in any case there is a high leakage rate to other countries of the ablest students and teachers, especially to the U.S. with which Bosphorus University has longstanding ties.

Some of the older foreign companies in Turkey privately feel themselves to be tied down by middle-aged employees recruited a decade or more ago who have not lived up to expectations.

A Turkish business, particularly a rapidly growing one concentrating its sights on exports, tends to prize youth almost above all other quali-

ties. The average age of all the companies' executives in the export marketing sector tends to be under 34 and some of the biggest businesses say they are interested only in recruits under 25—something of a problem when several years of a degree course are followed by a year and a half in the army.

The general feeling is that the talent is around though training is scarce, and that the likely growth of the private manufacturing sector is going to make competition for the talent much fiercer.

"Even so," says the son-in-law of an Ankara-based construction group "I can't imagine when the family will stop being the main factor. Trust is so important."

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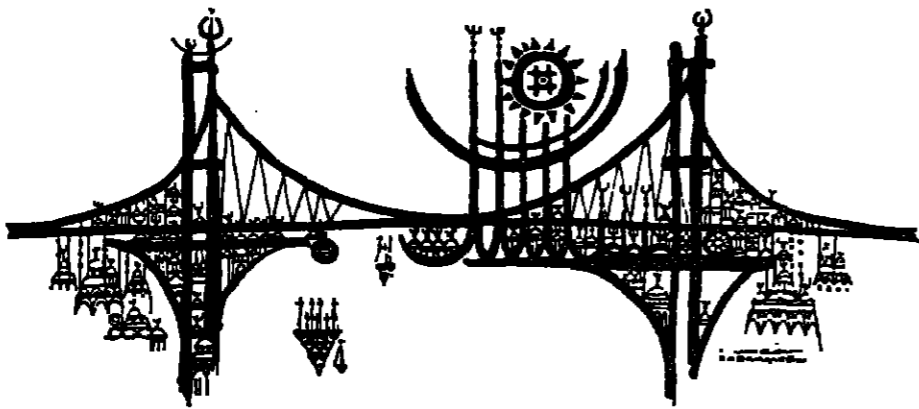
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TURKEY - Trade and Industry 4

Government committed to attract foreign investment

Time is of the essence

IT IS TOO early yet to assess how successful Turkey might be in attracting foreign investment. Attracting such funds remains an essential canon of the government's economic policy but Mr Turgut Ozal has been in office for only a year.

While Turkey has made some progress in putting its economic and political house in order, memories of the obstruction within the bureaucracy which foreign companies have met for so long remain. Further, the civil service is far from convinced, as its middle and lower echelons, of the policies promoted by the Prime Minister's "Chicago Boys," as Mr Ozal's close advisers are nicknamed.

Joint ventures numbered 100 in 1980, and now total more than 300. But foreign investment in the country reached only \$322m in 1983. By 1983 it had risen to \$932m, but of that total 80 per cent was accounted for by non-guaranteed trade arrears.

These were debts which Turkey had not been able to settle. Foreign creditors were paid but on condition they took the money in liras and invested it in the country. Of the 188 permissions to invest granted to foreign companies in the first 10 months of this year, only 50 were new "joint venture" projects, the remainder were increases in capital of existing companies.

Trade arrears
The percentage of non-guaranteed trade arrears in the total foreign investment figure is, however, declining sharply and should fall to negligible proportions by the end of next year. To date, most of the action has been in the form of visits by foreign companies seeking out the new opportunities in Turkey; one senior U.S. banker in Istanbul says his office is overruled with regard to any possible nationally, including the Japanese who are the most thorough and persistent of all questioners.

Turkey's record after the Second World War, in matters related to foreign companies, was not a happy one. The fiercely nationalist attitudes inherited from the period when Kemal Ataturk ruled Turkey, bitter memories of the creeping "colonisation" of the country by powers before 1918, an increasingly less competent bureaucracy and no great need to export—all these factors made life unattractive to most foreign companies. This was so true that some actually left Turkey, among them Sperry Univac and Keyser Aluminium.

Some stayed, notably in the oil sector where their expertise was desperately needed. Matters were not improved as the country came perilously close to open civil war in the run-up to the 1980 coup and found itself crippled with a heavy foreign debt. By the end of 1979, and in spite of a GNP of \$50bn, Turkey had a cumulative book value of only \$225m in direct, non-oil foreign investment.

Paradoxically, its foreign investment law was liberal but in the manner in which it was implemented discouraged foreign capital.

The more open attitudes toward foreign investment which came with the economic stabilisation programme enacted in 1980 and confirmed during the past 12 months have so far attracted auditing firms—Price Waterhouse, Arthur Anderson, Arthur Young, Coopers and



Printed circuit boards being made at the Aselsan military electronics plant outside Ankara

Companies acting under Law 6224 by sector

	Number of companies	Foreign capital (%)	Share in total foreign investment (%)	Total capital (%)	Share of foreign capital (%)
Agriculture	3	1,488	2.45	2,992	49.73
Mining	2	432	0.70	630	68.57
Manufacturing industry:					
Cement	1	510	0.83	3,800	14.17
Chemicals	26	6,783	11.05	9,977	75.48
Electrical machinery	18	3,682	6.00	8,116	45.38
Fertilisers	1	473	0.77	1,900	47.30
Food and beverages	16	6,132	10.03	11,387	54.03
Forest products	4	822	1.33	2,907	37.36
Glass	3	1,593	2.59	16,050	9.93
Iron and steel	6	1,799	2.93	4,990	36.05
Machinery	10	1,426	2.32	5,417	26.32
Metal goods	8	1,427	2.32	5,538	22.32
Non-ferrous metals	3	478	0.77	2,950	18.20
Paper	3	1,459	2.36	3,930	46.89
Plastic	3	179	0.29	394	45.43
Baked clay and cement materials	5	1,124	1.83	3,250	34.58
Textiles	14	4,303	7.01	9,208	46.73
Rubber	4	1,096	1.78	2,901	51.77
Transport vehicles and related industry	15	6,676	10.96	19,457	34.31
Other	7	1,688	2.73	3,463	48.74
TOTAL	153	43,580	71.03	114,218	38.16
Services:					
Tourism	13	2,839	4.70	5,623	51.38
Banking	7	7,624	12.45	13,440	56.73
Land transport	4	1,321	2.15	1,928	68.52
Maritime	1	5,580	9.09	11,160	50.00
Other	7	369	0.58	769	46.81
TOTAL	32	17,774	28.97	32,920	53.89
Grand total	185	61,354	100.00	147,138	41.70

Source: SPO Foreign Investment Department.

Lybrand and Peat Marwick Mitchell, and the banks such as Chase Manhattan, Bank of Boston, American Express.

A few such as Holste Uni had been there for some time; others such as Standard and Chartered are busy making up their mind while Mitsui is actively negotiating with Chemical Bank and a major Turkish group.

On the companies front things will take longer. Whereas the banks by servicing their international clients can carve a lucrative niche—at least while they do not become too numerous—manufacturers face tough problems: the rate of depreciation of the Lira, an inflation rate of 45-50 per cent this year (nearly double the government's initial forecast), many price controls, problems of quality of raw materials, finding the right middle management which is not always easy, the risk of blocked profit remittances, and so on. All these require careful long-term planning.

Mr Ozal's government has done much to make investment more attractive to foreign investors: it has set up a powerful Foreign Investment Department headed by a no-nonsense former university engineering teacher, Dr Namik Kemal Kılıç.

The department has all latitude to grant permission for investment for less than \$50m. Dr Kılıç has the last word, above that figure his recommendation goes to the Council of Ministers. When the Foreign Investment Department has the last word, a decision is taken

within one month. Only when a proposal is made by a Saudi investor of the Islamic Development Bank is the decision taken outside a formal meeting of the Council of Ministers, for the sake of confidentiality.

Repatriation

Changes are being made to the old 6224 Law on foreign investment, which dates back to 1964, all the time. The latest decree, number 30, enacted in July 1984, allows repatriation of all profits. Corporation profit is pegged at 40 per cent while withholding tax is 25 per cent on locally-distributed profits and 32 per cent on that part of profits distributed to the foreign partners.

Some foreign companies claimed that such percentages still discriminate against them. The authorities make no secret of the sectors where they hope to attract foreign interest. Two large projects are on the drawing board: General Dynamics might build the engine of the F16 aircraft in Turkey to offset part of the cost for the country of acquiring the U.S. planes.

Other firms bidding on large defence, telecommunications and infrastructure projects know they stand a better chance of winning the contracts if they offer offset investments. ITT is doing a similar deal and is expected to build digital telephones. Northern Telecom already has manufacturing capacity in Turkey.

The authorities would also like the state railways (TCDD)

to link up with a foreign company—General Electric or General Dynamics (?) to build locomotives. Other suggested link-ups involve Tush, the state aircraft company, Taskan (machine tools), Testas (electronics) and Turosan (diesel engines).

The U.S. FMC company and Etibank, the state bank which oversees the mining sector are engaged in talks which could lead to a \$500m investment—a real coup if it comes off. That would be to develop soda ash. Phillips Dodge is interested in developing copper. Metallgesellschaft in zinc-lead.

In the private sector, clothing, agribusiness and tourism—all of which are increasingly export-oriented—are all in the game. And the Government would like to break the monopoly of the state monopoly Tekef—there is some choice of countries abroad in this matter as Philip Morris and Rothmans who have already linked up with local groups Sabanci and Koc respectively.

Attractive markets

The Turkish Government is putting a lot of emphasis on the country's attraction as a regional base from which to export. However, Middle East countries are presently cutting back on imports due to lower oil revenues. This, however, should not deter from the fact that Iran and Iraq in particular will remain attractive markets for Turkish goods—food, machinery and white goods for many years to come.

The wait-and-see attitude adopted towards Turkey is unlikely to change fast in the view of many foreign companies working in Turkey. Companies may hold Mr Ozal and his policies in high esteem but they do not know the man below him. Foreign investors agree that the political risk has decreased dramatically since 1980 but they still worry about the risk of expropriation or refusal to allow repatriation of profits.

They recognise the limitations of Mr Ozal's government: the transitional years towards a more open and efficient economy are bound to be marked by temporary policy reversals. The length of stay of the present administration is a key factor: the longer Turgut Ozal lasts, the greater confidence will be. For there is no assurance that any successor would continue to ensure a hospitable business environment.

The Prime Minister and the President understand each other well but could strains become apparent if the inflation rate next year is not lower than 1984's 45-50 per cent and if unemployment is not reduced? Can the standard of living of so many wage earners continue to decline without undermining the present policy?

The degree to which foreign companies do decide to invest in Turkey will help—or hinder—confidence in Mr Ozal's policies. Yet all recognise that putting the economy on a sound footing is a long-haul task: if inflation does not abate will the government print money to stave off bankruptcy in many Turkish companies or will it let companies go to the wall and thus allow unemployment to rise? How will it go about dismantling some of the extraordinarily inefficient state enterprises?

Companies outside Turkey recognise that the Turkish Government is in a good position to attract investment from abroad. So far they have displayed interest, some indeed have put their money where their mouth is. But most have adopted a wait and see attitude: the result both of bad memories from the 1960s and 1970s and their own often tight financial position.

Time is of the essence. It may be a good time to reassess the country's economic progress but—as the eyes of many—it is too early to commit much hard cash.

Francis Giles

Changing attitude towards foreign investors

Working towards simplified rule

"YOU MAY have a work authorisation but, until you have a work permit, you cannot have a work permit," the Turkish immigration authorities cheerily told me this autumn.

"How do I get a work visa?" "You must go abroad and apply. It will take some months to get an answer. Or else..."

In the end, the "or else" was the solution. A call to the authorities' commander in Ankara, a short trip to the capital, courtesy Turkish Airways, and an agreement to pay a couple of dollars for a "penalty visa," and I could move on to the next stage of setting up a foreign investor.

The lesson was two-fold, that in Turkey one should not be daunted by the impossible obstacle—its daily occurrence is why the Turks hold a number of records for cigarette smoking—and that the overall attitude to the foreigner is better in the upper reaches than the depths. The Government is committed to attracting foreign investment. If the case you present is reasonable, then top

officials will shift heaven and earth to help.

Much has changed in the past few years. For those now running the country, the problems of the late 1970s were the direct result of the autarchic, suspicious approach that Turkey adopted to the outside world. For them there is no question of returning to the defensive attitude adopted following the outside exploitation of the Ottoman Empire during its dying days.

Instead, the call is for modernisation and themodel for the government is in many ways Japan. This is seen as having imported the best ideas from outside while preserving its more valuable religious and social traditions.

But openness to new technology and techniques is tempered by a healthy suspicion. Men like Mr Namik Kemal Kılıç, head of the Foreign Capital Department of the State Planning Organisation, have had a large number of sales pitches made by would-be investors who have managed to break the

codes of the lifts in the new Prime Ministry. They expect professionalism and preparation. And they prefer foreigners who foresee some Turkish involvement in their team.

Single law

The basic rules covering foreign investment are Law 6224 of 1964 which was aimed at manufacturing operations; and Decree 30 of this July which covers services as well. The Government is now working on a single law which will incorporate both these elements.

The regulations are generous. New investors can receive up to 100 per cent relief on customs duties on imported goods. He may be eligible for investment allowances, particularly if he invests in the poorer regions of the country. If the project is export-oriented it will receive the incentives given to exporters (see article on trade). It may also receive bank credit at preferential rates. Profit repatriation is

guaranteed. Foreigners need to take care as most of these incentives are only given to local investors, despite repeated attempts by the Foreign Capital Department to end this discrimination.

But the most important incentive of all is the openness of the government and senior officials to a dialogue. With the proper idea and the proper local partner, mountains can be moved. But start off by making sure that your initial permit covers all the risks you may enter and remember, patience is needed. However quickly the Foreign Capital Department acts, others have still to adapt to the end of the ancien regime. And the lower bureaucrats need wooing, rather than confronting. It is an obvious point but one worth repeating: that in Turkey, as elsewhere, the businessman who loses his temper loses the argument. So take your wavy beads with you—and your cigarettes.

David Touge

Handwritten signature or note at the bottom of the page.

Impartiality pays handsome dividends

AFTER MORE than half a century of relative indifference to its southern neighbours, Turkey is now vigorously pursuing business opportunities in the rest of the Middle East.

The secular state, created by Kemal Ataturk, makes the venture somewhat ambivalent, sometimes involving apparent compromises on such matters as attitudes towards the veiling of women or to Islamic banking (admitted quietly to Turkey during 1984).

The country's position as chairman of the economic committee of the Islamic Conference is thus a sign of necessity rather than affinity.

After "sleeping for 50 years," as one businessman put it, Turkey has now taken up trading with the Arab world with a vengeance. Last year, exports to the Middle East made up almost half of the total. This year, they are expected to comprise \$3.5bn of projected \$7.5bn export earnings.

Almost every Turkish company and bank, large or small, has some dealings with the Arabs, and though the flurry of activity in construction projects in the region has subsided, businessmen have been quick to take up other opportunities.

The country is, of course, ideally placed to tap the market. Its geographical position makes for easy access and transit traffic is estimated to bring in at least \$500m a year.

It is one of the few countries in the world with an agricultural surplus and the growing food deficit in the Middle East bodes well for large Turkish exports. Furthermore, the country has a wealth of contractors and engineers as well as a workforce whose demands when working abroad are far less than their European counterparts.

Most of all, though Turkey is highly adept at avoiding inter-Arab disputes and its scrupulous impartiality in the war between Iran and Iraq has paid handsome dividends, with Turkey playing the quartermaster to both sides.

It is said that senior Iraqi and Iranian ministers have almost bumped into each other at Ankara airport—the one leaving, the other arriving—leading to speculation, as yet unfounded, that Turkey may act as a mediator in attempts to end the war.

Middle East Trade

STEPHANIE GRAY

Certainly, an end to the conflict would be to Turkey's advantage. Exporters and transporters hope to be well enough entrenched by then to be able to fend off any competition.

For the time being, trade with Iran particularly is flourishing. Turkish exports have increased by 25 per cent to between \$1.3bn and \$1.5bn in 1983. Sales in the first six months of 1984 amounted to \$497m, though that figure does not take in letters of credit exchanged in July.

The exports are paid for almost entirely by 6m tons of oil, trade being handled through a clearing account administered by both countries' central banks with a \$300m credit limit of either side before cash payments need to be made.

Trade with Iraq, on the other hand, is more complicated. Because of strong pressure on its foreign income, Iraq earlier this year persuaded Turkey to offer cheap credit over a year to cover 50 per cent of the exports.

Officials decline to discuss the mechanics of the arrangement

More complicated

There is an extra \$500m in trade between Turkey's eastern provinces and the Iranian provinces of East and West Azerbaijan—food for oil from the Tabriz refinery.

Trade with Iraq, on the other hand, is more complicated. Because of strong pressure on its foreign income, Iraq earlier this year persuaded Turkey to offer cheap credit over a year to cover 50 per cent of the exports.

Officials decline to discuss the mechanics of the arrangement



Mersin market in southern Turkey.

in detail but it has resulted in \$456m exports in the first half of 1984, compared with a mere \$118m in the first six months of 1983.

Turkish contractors, meanwhile, are resorting increasingly to barter deals on Iraqi contracts, with payments to be made in oil.

Despite differences between the two countries on the effects on the flow of the Euphrates, once the Ataturk dam is built, relations are good enough at present for Iraq to allow Turkish troops to operate against Kurdish rebels up to 15 miles inside its border.

Relations with Libya, too, are friendly. Turkish officials worry about Tripoli's espousal of terrorist aims. But everyone remembers that it was Libya that supplied crude oil to Turkey in the dark days at the end of the 1970s when the country was almost bankrupt.

The friendship was further sealed last month when the two countries signed a protocol on the joint construction of a dockyard in Libya, the setting up of a joint fertiliser plant in Turkey, co-operation in the furniture and automotive industries and the building of petrochemical installations in both states.

Construction has been the main Turkish activity in Libya with contracts worth \$8bn having been signed over the last eight years. More than 100 countries and 67,000 workers are engaged on Libyan building sites.

There have, however, been restrictions on transfer of payments from Libya which has caused great concern and it could well be that barter trade will provide the key to the problem of Libyan arrears, said

by Ankara to amount to \$400m. Business with Saudi Arabia remains fairly static with exports staying around the \$300m market and imports of oil remaining at about 1m tonnes a year. The setting up of a \$150m joint trading company, however, is expected to boost the trade and feasibility reports have been presented on a number of projects ranging from poultry farming to mining and packaging have been put forward.

At the same time, Saudi Arabia is one of the few Arab countries to have lent finance to Turkey, despite much talk about such equity investment from the Islamic world. So far, Saudi Arabia has pledged credits of some \$600m for various projects and an extra \$400m has been promised by Kuwait, the United Arab Emirates and Qatar.

Overall, trade with the Middle East this year seems set to recover from the slight dip experienced in 1983 and the growth is likely to continue, especially if measures put in train at the Islamic Conference's economic committee meeting last month are realised.

The talks laid the groundwork for a sort of Islamic EEC with resolutions on standardisation of commodities, a trade information network, trade financing and an Islamic clearing union.

Turkey's only concern at the moment is apparent overtures by Andreas Papandreu, the Greek Prime Minister, towards such countries as Iraq and Syria. It was after, all, an attempt to secure Arab backing against the U.S. arms embargo, following Turkey's intervention in Cyprus 10 years ago, that prompted the country to join the Islamic Conference fold in the first place.

Comecon Trade

STEPHANIE GRAY

BARRING accidents, Mr Nikolai Tikhonov, the Soviet Prime Minister, is set to visit Turkey this week and, though neither country officially celebrates Christmas, he is none the less expected to come bearing gifts.

These are likely to be in the form of a five-year bilateral trade pact, said to be worth \$6bn, and details of an agreement on two Soviet natural gas pipelines. One of them, to Istanbul, is expected to start operating in 1987.

Ostensibly, Mr Turgut Ozal, the Turkish Prime Minister, wants to generate more trade with the Eastern bloc. He will nevertheless be watching for strings that might be attached to any Soviet package.

It is widely believed that Mr Tikhonov will try to persuade Mr Ozal to reverse controversial legislation, introduced last autumn, which restricts sales to Comecon countries to about 20 groups which export more

than \$50m a year each. The move upset the Eastern bloc. They object to being prevented from dealing with companies they have come to know and trust and they complain about having been singled out for special treatment by a country that claims to be devoted to liberalising trade.

Because the large export companies are less experienced in importing, they also see it as a barrier to their own exports — a concern that appears to have been proved by this year's figures which show East bloc exports for the first eight months at \$489.3m against \$802m for the whole of 1983.

In the light of a slump in Turkish exports to the Soviet bloc that followed the ending of clearing arrangements (after which all trade was to be transacted in hard currency), Ankara's intention was to improve the balance of trade which last year ran at \$57m in Eastern Europe's favour.

The Government felt that the big export companies would have a better chance of achieving this.

Naturally enough, the small companies argue that they understand their traditional market better. These companies

are able to sell their goods through the big export groups but they are often reluctant to hand over details of business contacts to the large concerns for fear that they will eventually cut them out of the market altogether.

In some quarters, however, a more sinister interpretation has been put on this reticence. Many believe that the small companies had "private arrangements" or "hidden business" with their East European connections.

One businessman whose experience behind the Iron Curtain spans almost 30 years, has long been suspicious about the nature of some of the trade carried out by small businessmen. He recalls many instances of Russian companies, for example, preferring to deal with a specific Turkish business, despite lower bids from competitors.

Exchanges

No-one knows for certain what sort of exchanges took place but they do know that, after the military takeover in 1980, small arms—rifles and pistols mainly—along with all the ammunition to go with them,

were discovered and they were not made in Turkey.

The wild Black Sea coast and long border with the Soviet Union make smuggling particularly difficult to control.

Smuggling possibilities aside, Mr Leo Caouki, director of Egemetal, a company that is still in business with Romania, Poland, Czechoslovakia and the Soviet Union, sees the regulations as a method of preventing small concerns signing contracts that they cannot in the end fulfil.

"We started trading with Romania in 1951. At the time, several other mining companies signed contracts which they then used as a bargaining chip to obtain export credits," he says. "Under the present system, the trading is more organised."

Mr Caouki admits, however, that the legislation is unfair. While some companies are trying to merge to meet the \$50m mark, others have been completely wiped out.

Some big export groups are still reporting resistance by would-be Comecon customers to deal with them but, overall, it is too early to tell whether the policy is having the desired effect.

PROFILE: RAM DIS TICARET

BY DAVID BARCHARD

Cinderella starts to have a ball

WHEN the grand old man of Turkish industry, Mr Vehbi Koc, visited Japan in the late 1960s, among other things, he was struck by the trading houses of that country. The result was Ram Dis Ticaret A.S. set up in 1970.

For the first ten years of its life, the company was a relative Cinderella in the Koc Group, which has led the way in setting up new industries in Turkey oriented to the national market. By 1980, the Ram Dis Ticaret was still only doing a total of \$65m worth of exporting a year.

Since then, however, the volume of its business has increased sharply and Ram Dis Ticaret has become one of the star performers of the Koc Group.

The company is still quite small. It currently has a staff of 200 people, though this is expected to rise to 250 next year. As with other Turkish trading houses, the accent is

on youth. Mr Ibrahim Yazici, Ram Dis Ticaret's managing director is a relative Methusalem at 40. "We like to keep the age as young as possible in our staff," says Mr Ziya Uluer, deputy managing director. "The average age shouldn't be more than 32."

Nearly 60 per cent of Ram Dis Ticaret's business is done with the Middle Eastern markets, which mushroomed for Turkey after 1980, replacing a previous emphasis on textile sales to Europe and North America.

In 1979 Ram set up an office in Iran. It has subsequently moved into Iraq, Algeria and Egypt and is developing links with Syria and Jordan. In the U.S., another subsidiary, Ramerica, has had an office since last September.

Our biggest problems are financial," says Mr Uluer. "Rates for credit are very high in Turkey and we get no export insurance."

Even so, Ram is expected to gross exports of about \$230m in 1984 and to make net profits of over TL 1bn (\$2.8m). Among its exports are fresh and frozen meat, textiles, tractors and other vehicles, white goods, and construction materials. The days when Ram Dis Ticaret simply sold goods made by Koc are long over. This year the firm is selling the products of more than 250 Turkish companies outside the group.

Mr Uluer identifies trading of goods from second countries as one growth area. "We only sold about \$10m of second country goods this year, but I expect it to rise substantially in 1985."

Because of the cost of financing inside Turkey, Ram Dis Ticaret, and other firms like it, try to borrow money abroad when possible. "The subsidised interest rate for exporters is about 65 to 70 per cent," says Mr Uluer. "There are very few items you can make such a

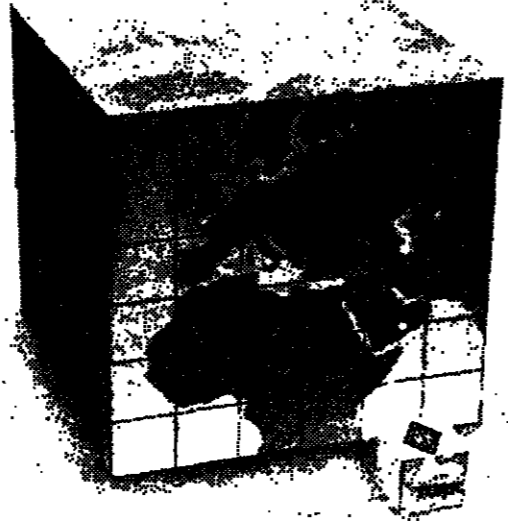
profit on."

Along with 19 other companies, whose reports top the \$50m a year mark, Ram Dis Ticaret enjoys the right to import from countries with "nationalised foreign trading systems" — mostly those in the East bloc. "It may look a bit unjust," says Mr Uluer, "but it has encouraged some companies to boost their exports so as to get above \$50m."

Ram Dis Ticaret does relatively little importing business at present—only about \$10m a year of direct importing, but Mr Uluer is confident that the 1985 figure will be much higher.

As a source of hard currency for the Koc Group, Ram Dis Ticaret's role seems certain to grow. Its appearance near the top of the league of Turkish trading houses looks like a sign that the major industrial groups in Turkey are shifting their sights to world markets in a way which would not have seemed possible before 1980.

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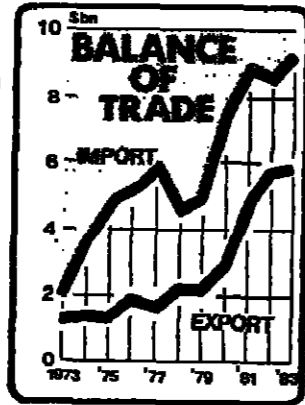
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TURKEY - Trade and Industry 6

Political relationship remains uneasy

EEC: the hard way ahead
DAVID BARCHARD

THIS MONTH the 20th anniversary of the Treaty of Ankara which set up the Association Agreement between Turkey and the European Community is being celebrated in muted tones. Despite the Turkish decision in October to purchase the European A-310 Airbus, the political relationship between Turkey and Western Europe is uneasy.



Arguments about textile restrictions have faded, though there is the making of a new trade row over agricultural exports such as sultanas where Greece is pressing for a minimum import price set high enough to keep out many traditional Turkish exporters to Europe.

The fundamental problem goes much deeper. It is basically that Turkey and Europe have still not made their minds up about each other and the institutions linking them—such as the Association Agreement—were constructed without much forethought. Originally designed to take Turkey into a customs union with the Community by 1993, the Association agreement has not stood the test of time. Turkey has been unable to maintain its schedule of tariff reductions since 1977. Recently the question of retaining the programme was discussed by the Government and it is possible that there will be some gestures in this direction in the future.

Equally, the Community is unable to maintain its pledge to allow the free migration of Turkish labour throughout its member states by 1986. Not only have the doors been effectively closed to Turkish labour for a decade, but in West Germany repatriation has become a major objective.

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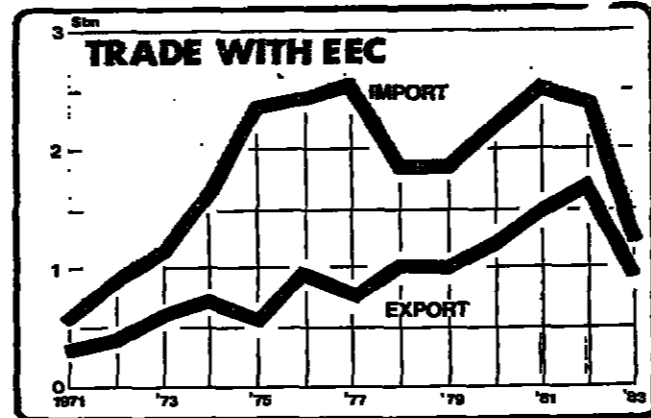
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Shut out of Europe? Turks queue for visas outside Western embassies



purely formal and political arrangement—something which, despite the concessions earlier enlargements have forced on the Community, is regarded as unthinkable in Brussels.

From the U.S., however, there is some discreet pressure for Europe not only to mend its disagreements with Turkey, but also to consider early accession. Indeed Turkey's membership of Nato is probably the chief (though never publicly admitted) reason why the country figures at all in the Community's long-term thinking about its own future.

Moves to cut back the state's role

The State Economic Enterprises
FRANCIS GHILES

THE UNTHINKABLE is happening in Turkey: earlier this month, two series of income sharing certificates were put on sale, through Is Bankas, which are expected to raise TL10bn (£2.7bn). The Bosphorus Bridge, built 10 years ago is being put on sale and senior Turkish officials are not shy to quote Mrs Margaret Thatcher's policy over five, depending on whether he buys series A or B. Each certificate has a face value of L50,000.

With a gross revenue of L9-L10bn this year and a projected revenue of L12bn next year, the Bosphorus Bridge looks a reasonably attractive proposal. Its managers will from now have the power to fix the toll themselves. Success should greet this operation.

Mr Ozal's administration was not able to stop the setting up of a state motor company, Tumoan, in 1981. Furthermore, bankruptcies in the private sector when companies have been saved by public sector banks have combined with these new state companies to extend the weight and role of the private sector since 1980.

The Prime Minister may be determined to cut back the role of the public sector—which interest rates often describe as a "cancer" but reforms will take years, if not generations to bear fruit. The accumulative losses of the SEEs greatly contribute to Turkey's endemic inflation. With a few exceptions, the SEEs are poorly managed, overstuffed and unprofitable.

Initial aims
How they can be dressed up to appeal to would-be investors, especially at a time when interest rates are around 40 per cent, is a conundrum that no officials can really answer. Government bonds offer yields of about 50 per cent, tax free.

What is clear is that the frontier between private and public sector is impossible to draw with any degree of precision. Hybrid organisations abound: the motor corporations Oflaz has the state supply agency alongside Koc, a major private group and Fiat among its shareholders. Others have two shareholders only, but overall the figures are very confusing.

They are attached to 12 different ministries and 30 supervisory organisations. There are 111 wholly-owned state bodies and 56 dependent ventures.

Set up in the 1930s and 1940s and contributed greatly to laying a modern industrial basis in Turkey, at a time when water and electricity outside the cities did not exist, they acted as a powerful force for modernisation.

Their initial purpose, however, has long since gone. The result today is a sprawling giant where rates of productivity and salaries are often low. Costly mines dig 500 tons of coal a year—a record low! But successive governments wish to keep the price of coal down never allowed the mines to be modernised.

Hard work starts to pay off

Progress in telecoms
DAVID BARCHARD

WITH ANY luck 1985 will be a year in which subscribers to Turkey's telecommunications system begin to reap some of the rewards of hard work maintained during the past three years.

A neglected aspect of infrastructure during the three decades before 1980—perhaps simply because local pressure groups in Turkey do not lobby for telephones and telexes in the way that they do for new roads and industry—telecommunications are now being given sharp emphasis.

Mr Servit Bilgi has been at the head of the PTT since 1980. He is a retired general and a man spoken of among younger engineers with universal respect as a "technological pasha."

pared with 8,200 at the beginning. New telex lines, sufficient to eliminate the waiting list, were planned to come into service in 1984, but this has not yet happened.

The volume of internal telex traffic has risen by 77 per cent during the same period and that of telex messages to the rest of the world has more or less doubled. To spread the load, the PTT has introduced quichet telex services.

The telephone system has a similar story and there is less likelihood of excess demand being met in the near future. Though the number of telephone exchanges rose by 15 per cent in 1984, by the end of 1984, only about 6 per cent of these are automatic exchanges.

There are only 47 telephones per 1,000 people in Turkey, a rate far lower than that of the rest of Europe—1.5m people are waiting for a telephone—and when it does come the new phone will be expensive. The waiting list is, in fact, roughly as long as the number of existing telephone mainline subscribers.

"The PTT is handicapped by lack of investments in the past and by some irrationalities then," explains a young Turkish electronics engineer. "But if you look at what the present head of the PTT is doing, you will see that it is really the most sensible way to tackle the situation. In a few years, things should be much better."

Under new management the PTT has become much more imaginative in the range of services it offers. There have been efforts to introduce direct dialling facilities in all major tourist centres and last year

books appear infrequently and are often out of date. Since 1983 however, subscriber information services in Ankara and Izmir have been computerised and numbers can be learned within seconds.

Siemens, which is expanding its two plants in Istanbul making cable and switchboard, telephone and telex exchanges, is also handling an order from the PTT to its German parent company for the introduction of new digital telex exchanges suitable for data transmission.

A major step forward should come in the second half of 1985 when Siemens installs an initial 800 telex machines—the first of their kind in Turkey—in the four major cities of Istanbul, Ankara, Izmir and Adana.

In short, Turkey's bid to improve its telecommunications services looks like taking time, but will start producing results steadily over the next half decade. It has also made the country a rapidly expanding market for the major world telecommunications companies. (jlm)be,e

Interest
Mr Vahit Erdem, who is in charge of the privatisation programme, expects a foreign bank or consultant to help him out—Arthur Anderson, Chase Manhattan and Lazard Freres have already expressed interest. The offer of THY shares is not expected until later next year.

Meanwhile, the proceeds from such sales will be channelled by Mr Erdem's office—called the Directorate of Mass Housing and Public Partnership Administration Fund into mass housing projects. Mr Erdem point out that the name "income sharing certificates" has been chosen so as not to cause offence to potential buyers who are strict muslims: the word and indeed the practice of interest is strictly banned by the Koran.

The hurdles ahead, however, are truly formidable—most SEEs are famed for their inefficiency and size of debt—draw on the country's Treasury which is so great that it probably cancels out much of the benefits of Mr Ozal's cost cutting exercises so far.

SEEs are Turkey's version of UFOR: undercapitalised, run by a floating management and grossly overstuffed. Turks and foreigners alike have few kind words for these monsters whose number has risen from 27 to 34 since 1980.

PROFILE: YUSUF BOZKURT OZAL

A clear-minded planner

By DAVID BARCHARD



Mr Yusuf Bozkurt Ozal: well-qualified to head the State Planning Organisation

UNTIL EARLY this year, the Turkish public was accustomed to the idea of only two Ozal brothers. One was Mr Korkut Ozal, who had been a leading figure in the National Salvation Party and today is heading a number of business ventures, including Turkey's first essay in Islamic Banking.

The second brother of course is the present Prime Minister, Mr Turgut Ozal.

However the brother, whom the prime minister's mother is fond of telling journalists is her "cleverest" son, Mr Yusuf Bozkurt Ozal, 44, only surfaced with the Turkish public in April this year when his elder brother appointed him head of the State Planning Organisation.

The Headship of the SPO is a key appointment. Mr Turgut Ozal himself held the position twice, in 1970 and again in 1979—on both occasions using the position to devise strategies for Turkey's economic performance over the next few years.

The choice of his younger brother for the post provoked comments that the premier is running Turkey like a Turkish industrial corporation in which all the top jobs tend to be kept inside the family.

In fact the junior Mr Ozal's background—as an economic analyst for the International Finance Corporation in Washington—more than qualifies him for the position. He has used the months since then to assert himself at key meetings with

drinks alcohol. On the other hand his aides are subject to no restrictions on their personal behaviour, a sign of the famed Ozal tolerance.

Like many of the top Ozal officials, Mr Ozal was educated in Britain and knows many of his colleagues from that time. He did A-levels at a London polytechnic before moving on to study electronic engineering at the University of Liverpool and take a Ph.D. in London in 1968. Under his elder brother he spent several years at the SPO, and later in the private sector before moving to Washington and the IFC in 1979 until his recall earlier this year.

One of Mr Ozal's tasks will be to build up the SPO to the eminence it enjoyed a decade ago. Political infighting during the 1970s has depleted its ranks of top-level economic experts forking on individual sectors. A second and less definable goal is probably to turn the SPO—originally set up along dirigiste and statist lines—into a reliable instrument for charting the growth of the Turkish economy in the free market era.

It is too early to say whether the latest Ozal on the scene in Turkey has long-term ambitions of his own. Since his return to the country, he has kept a low profile in the national press.

On the other hand, in a country where family ties are all important he now definitely ranks as a potential successor some day to his elder brother.

Handwritten signature in Turkish: "Yusuf Bozkurt Ozal"

TURKEY — Trade and Industry 7



Aspects of Turkish industry: (left), part of a 20-ton-a-day staple fibre line, built by Davy McKee's Frankfurt subsidiary, Zimmer, for Filament S.A. in the town of Bursa. In the last five years, Davy McKee has built eleven fibre plants in the town for various clients. Right: pharmaceutical units being checked at Pfizer's factory at Ortaköy. The plant produces 70,000-75,000 units of Proupen a day

Pushing ahead with geothermal station despite protests

Energy

STEPHANIE GRAY

TURKEY, WHOSE neighbours have rich oil fields, has to import all but about 15 per cent of the crude oil it uses. The cost to the balance of payments is heavy, with crude oil accounting for about 40 per cent of all imports.

Its own production is limited to about 2.5 tons a year, the bulk of it from Shell, which has been operating in the country for 60 years, and from TPAO, the state oil company.

Many of Turkey's oilfields are well past their prime, however, and a concerted effort has been made to increase western oil exploration.

This drive has been supported by the Petroleum Law of March 1983 which allows foreign partners in production sharing ventures to export 35 per cent of onshore and 45 per cent of offshore output. It also provides a ceiling on taxes of 55 per cent of corporate profits and a 12 per cent royalty.

As a result, Amoco has taken a farm-out agreement in the south-east Hakkari region. The Swedish company Salen is drilling off Iskanderun. Mobil and Shell have started exploration again and Esso and Atlantic Richfield are both taking a closer look at the prospects. Hufco of the U.S. has been the most active, spending \$45m in Of the foreign companies, Turkey since it started operating there in 1981. It has drilled two wells this year, neither of which have produced commercial hydrocarbons, and is in the process of drilling a third.

TPAO is drilling 47 wells this year concentrating on the Gomeritca area where a field discovered last year is producing 2,500 barrels a day from four wells.

In spite of all the new activity, it is far from certain that exploration will yield serious results. Fractured formations in the south-east where the prospecting is concentrated, is believed by some experts to be unlikely to reveal anything

more than a series of small fields. At present, the foreign companies are taking great interest in a secondary recovery project at Bad Raman, the country's biggest oilfield, where primary recovery is expected to yield 1.8bn barrels, only 1.5 per cent of the fields.

The World Bank has put up \$62m for a carbon dioxide injection programme, which, by increasing pressure and fluidity, is expected to ensure recovery of a further 15-20 per cent.

Overall, though, the picture for natural gas is more encouraging. Reserves in Thrace are estimated at 12.8bn cubic metres and there are plans to build gas turbines which could produce enough electricity to replace the 1.8bn kilowatt hours Turkey buys each year from the Soviet Union and Bulgaria.

A Soviet gas pipeline through Bulgaria to Istanbul, due to be in operation by 1987, is expected to connect with feeder lines from the Thrace fields.

Nuclear options aside, however, Turkey over the long term will have to look mainly to its thermal and hydroelectric generating potential to meet the 160bn kwh demand forecast for the year 2000.

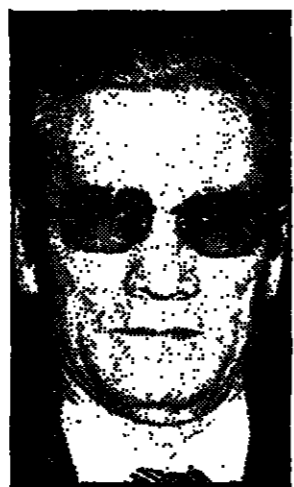
Thermal power

In the field of thermal power generation, one long-delayed advance in 1983 was the commissioning, five and a half years late, of the first of four 350 Mw units under construction at the Aisin-Elbistan lignite-fired station.

A further 1,470 Mw generating capacity will become available when seven lignite-fuelled power plants at Mugla are completed, while four units in central Anatolia will provide 660 Mw with additional power coming from eight smaller plants, of Polish design, at various sites around the country.

A 150 Mw plant at Yenice-Catalagzi, using a coal mixture, is also due to start up in 1986, and a four-by-100 Mw combined cycle steam/gas plant is planned.

The most controversial project at the moment is the Government's plan to build a geothermal power station in



Mr Cemal Buyukbas, Energy Minister

one of Turkey's most beautiful spots, at Gokova Bay, close to lignite reserves.

The high sulphur content of lignite causes appalling pollution as evidence, especially in Ankara and the protest from wealthy holiday home owners and villagers has been unprecedented.

Nevertheless, Mr Cemal Buyukbas, the Energy Minister, who believes that tourism and environmental issues are a luxury for Turkey, is pledged to press on with the project. He has even claimed that marine life will be enhanced, presumably as a result of the warm water the plant will emit.

The Government has secured \$1bn in foreign credits towards the cost of its \$2.4bn thermal power plant construction programme but the plants will require a four-fold increase in lignite production from the present 20m tonnes a year, which present mining projects will only double.

One of the largest foreign credit packages arranged for the public sector this year is a \$317m loan for the purchase of U.S. equipment for four lignite mines.

Prospects for hard coal production look even less encouraging. The workforce has doubled in the past 10 years but output since 1976 has fallen by 40 per

cent to 3.8m tonnes in 1983. If oil exploration is a bit like playing roulette in Las Vegas and lignite production does little to fire the imagination, the Ataturk hydro dam on the Euphrates is the stuff that Turkish dreams are made of.

It is one of 13 state hydro-electric plants either under construction or planned with an eventual output of 6,071 Mw. While its significance has mainly to do with irrigation the scheme is expected to double agricultural output—it will produce 2,400Mw.

The \$2bn dam is the country's most important exercise in public works. There is some scepticism about how quickly the project will be completed but the government still expects the first 300Mw generator in 1991, with the other seven following at five-monthly intervals. The award of the contract to a group of three small Turkish companies, led by Palet Insaat of Istanbul, also raised a few eyebrows. No one has openly challenged the winners' expertise but some observers wonder whether they have the political clout to keep finance flowing if the economy runs into trouble.

Difficult issues

The Ataturk dam has raised some difficult diplomatic issues with Iraq and Syria which rely on the Euphrates for their food. Turkey has assured Iran of a regular flow of at least 500 cubic metres a second, but it is unclear whether the assurance has been accepted by either country.

Upstream of the Ataturk site, the Keban dam, which started up in 1974, has been more than doubled in capacity to 1,360Mw. There are reports from the east, however, that the dam has been leaking and power supply has been rotated among the nearby plants.

The Karakaya dam, delayed for three years in the late 1970s because of foreign exchange shortages, is expected to be completed in 1986.

Ten with 13 extra plants on the drawing board, Turkey will be tapping only 10 to 12 per cent of its hydro capacity. It could do with a further 250 such plants to realise the full potential of its many rivers.

The building of Turkey's first nuclear reactor
Stiff new terms shock bidders

TURKEY'S FIRST ever nuclear reactor to be built at Akkuyu on the Mediterranean coast, is something of a bad joke in Ankara, certainly among officials of Kraftwerke Union of West Germany and Atomic Energy of Canada, the two main companies bidding for the contract.

Both companies have been negotiating with Ankara for the last 18 months. Westinghouse and several other companies rejoined the race in September when Mr Turgut Ozal, the Prime Minister, issued a completely different set of rules, despite letters of intent having been sent to KWU, AECL and General Electric of the U.S. (which dropped out earlier this year).

Mr Ozal's stiff new terms shocked the bidders. They had been sending delegates in every two weeks to lobby their cause. Both had come up with export credit offers of between \$500m and \$650m.

Suddenly, the game changed. The winning group is now required to shoulder all the financing—about \$1.5bn—and to operate the plant for 15 years before handing it over to the Government.

The two main players began to have second thoughts about Turkey, suspecting that Ankara was either stalling unnecessarily or that it might have raised the stakes impossibly high deliberately, having decided after all that the country could not afford to go nuclear.

They insisted that theirs was no longer a buyer's market. World demand is picking up, they claimed and Turkey was not the only potential client around.

Nevertheless, the resubmitted proposals and, since the deadline passed on November 30, have been waiting for the Government's decision. Having expected a deal to be signed last June, they may now have

to wait up to another six months. Indeed, to begin with, three nuclear contracts were contemplated, two at Akkuyu and one at Sinop on the Black Sea.

The Government's determination to get the best deal possible on the one remaining plant has led one Istanbul lobbyist to allege that one company's proposals have been disclosed to the other group involved and that a modified proposal might be agreed after the deadline. The practice, he says, is both unethical and against procedures set out for such bids.

Determination

Still, as one diplomat put it, the procedure is "probably the best feasibility study Turkey could hope to have".

It remains unclear whether the Turks want one 600 Mw reactor, two of this size, or one large one. A choice of one or

two small reactors would favour the Canadian bid with their classical heavy water variety. One large one would favour KWU's pressurised water reactor.

What is clear, though, is that if electricity demand continues to increase at the present rate, Turkey will need to produce at least 160bn kilowatt hours a year by the end of the century. Last year production was 29bn kwh.

Advocates of nuclear power argue that matters of national security are at stake in view of Turkey's imports from the Soviet Union and Bulgaria of about 1.8bn kwh a year.

The Greeks, on the other hand, are keeping a wary eye on Turkish plans. Although the Turks are signatories to International Atomic Energy Authority safeguards, Athens is bound to raise objections as a matter of principle.

Stephanie Gray



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A Message from Turkish Petroleum Corporation (TPAO)

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Balance is still in favour of employers

Trade Unions

FRANCE GHILIS

TWO MINOR changes have been made in the rules which, since the military takeover in 1980, have governed trade unions and employers:

Since October 31 the unions no longer have to seek permission from the martial law authorities before starting a strike; and, second, the employers no longer need official permission if they want to lay off workers. Collective bargaining was officially reinstated in December 1983 though it did not resume until May 1984.

These and other changes—not to mention the first strikes since 1980—bear witness to some significant changes in Turkey's political life during the past 12 months. They do not, however, alter the fact that the balance between worker and employer which tilted so radically in favour of the latter after the 1980 coup still makes union activities very difficult to pursue.

The trial of the Left-wing trade union Disk continues with no end in sight: all the defendants were, however, released from prison in the middle of September. In Turkey's political life during the past 12 months, they do not, however, alter the fact that the balance between worker and employer which tilted so radically in favour of the latter after the 1980 coup still makes union activities very difficult to pursue.



Mr Sevket Yilmaz (standing left), President of Turk Is, has made his peace with the ICFTU, but coming to terms with Mr Halit Nartn (right), President of the Employers' Confederation, may be less easy



The Right-wing nationalist workers confederation Misk, which was closed after the 1980 coup and was allowed to resume activities last May, also were very active.

This year will have been marked, above all else, by the return to collective bargaining: the collective bargaining law requires that to be allowed to negotiate an agreement, a union must prove that it has at least 10 per cent of the workers on the shop floor of a branch and at least 50 per cent of all the workers in the workplace. Statistics issued by the Ministry of Labour constitute the basis from which decisions are made and they are issued every six months.

The first statistics issued in February suggested that 55.2 per cent of the 2.3m employees eligible belonged to one of 91 unions, with Turk-Is in a dominant position.

An outcry of protest greeted these statistics as Turk-Is and many independent unions claimed their membership greatly exceeded that shown by official figures. Many unions appealed, and Ministry officials acknowledged "inaccuracies" in

statistics.

Statistics issued in July suggested that 56 per cent of all workers in industry were affiliated to a union. Unions today claim that the situation is still chaotic where bargaining eligibility is concerned and that long delays are still being experienced in the resumption of collective bargaining. The president of Turk-Is, Mr Sevket Yilmaz, does not mince his words and is not shy of proclaiming that the road ahead will be a difficult one.

Major challenge

The resumption of collective bargaining represented a major challenge to the Ozal administration. Earlier in the year, the Supreme Administration Board, the tripartite government-dominated body which since 1980 had decided the terms of labour contracts, continued to decide wage increases for 1984 for workers whose contracts do not expire until 1985.

They were granted 25 per cent plus Turkish Lira 2,000, certainly not enough to maintain their purchasing power in the year during which inflation will have reached about 50 per cent. The government's strategy to hold down wage increases while the public sector to set the example: settlements of between 25 and 35 per cent have been made in many state companies, the whole exercise being co-ordinated by the Public Sector

Co-ordinating Board.

In cases where no agreement was reached, the Supreme Arbitration Board which had held sway over all settlements in 1981-83 decided the terms of the agreement and often banned strikes in that sector as well; the coal and petroleum industries are good examples.

The example set by the state was expected to pave the way for "moderate" private sector settlements. Tight money, high interest rates and competition were also expected to dampen employers' generosity.

Nonetheless, settlements in the private sector have often been around 50 per cent, in some cases higher. Well-run companies doing good business were often generous and the metal and chemical industrial workers did well. So did the textile unions though the salary base from which they started was often low.

Agreements often ran for two years, such as that reached with Turk Metal where employees got increases of 64 per cent in 1984 and 35 per cent in 1985: how the workers will react if the inflation rate reaches 50 per cent next year is an open, but interesting question. In the textile industry the increase in wages for the lowest paid works out at 115 per cent over two years.

The first strikes to come in the wake of the collective bargaining began last October in the Tuzla area of Istanbul, in the

Turk-Is Dok Gemi-Is ship-builders union. Widespread strikes have not developed, however, and are not expected during the winter. Future developments hinge heavily on the government's success in bringing down inflation in 1985.

Reinstallation

Most of the criticism coming from international labour organisations is aimed at the trials of Disk and its affiliates—more than 2,000 people are on trial. Morale has, however, been boosted by Turk-Is' reinstatement at the International Confederation of Free Trade Unions.

The suspension was imposed after Mr Sadik Side, its general secretary, became a Social Security Minister in September 1980. It was lifted after he was suspended from his union post, but after he left the government, his union voted him back as general secretary.

Disk, meanwhile, is encouraging its former members to join Turk-Is and radicalise it. That seems a most unlikely outcome in the immediate future and few employers express any fear about this.

Meanwhile Turk-Is accuses employers of helping Disk-Is which boasts that many Turks consider to be an extraordinary number of members, over 100,000. Its membership in 1980 was estimated to be 10,000 and increased, at least according to Ministry of Labour statis-

tics, from 70,000 to 100,000 between February and July 1984 alone.

Official social security figures suggest that Turkey's workforce has witnessed a decline in income of 40 per cent since 1980. That figure may well be on the high side but wages have slipped. But workers on building sites do often receive as little as Turkish Lira 1,000 a day. And cheap labour is one of the main carrots the authorities offer to foreign investors.

Unemployment in Turkey is officially estimated at just under 20 per cent, a figure which would be higher if seasonally-unemployed workers were added. The dimensions of the problem were somewhat clouded when the Government modified the formula for estimating labour surpluses this year.

What is beyond doubt is that the standard of living of many Turks has declined since 1980 and that unions are still tied—maybe not hand and foot as after the coup, but nonetheless in a manner which still allows little room for manoeuvre.

Unskilled labour remains plentiful and cheap. Labour relations were chaotic before 1980, today they are slowly coming out of limbo after four years of institutional freezing.

How they develop over the next 12 months will certainly be followed keenly both in Turkey and abroad: they will provide a useful yardstick—perhaps not—of Ozal's policies, are.

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New legislation

International labour organisations have maintained their interest in and criticism of official policies on labour in Turkey: the conditions under which the Disk trial is carried out, the very restrictive provisions of the new labour legislation and the maintaining of martial law in many provinces, all these are targets for criticism.

The International Labour Organisation set two missions to Turkey, the International Confederation of Free Trade Unions—one the latter playing a very active role, notably in the support of the moderate Turkish affiliate, Turk-Is, the moderate confederation under whose umbrella most union activity was concentrated until this year.

Turk-Is represents 82 per cent of union members, retaining the dominant position in the country's trade union movement it has since it was founded in 1952. However, the religious confederation, Hak-Is, which has more than 7 per cent of union members displayed much activity in the run-up to the resumption of collective bargaining.

Two independent unions and

Incentives lead to shipping expansion

Transport

STEPHANIE GRAY

Whence on the sea's horizons comes that roar? Can it be Barbarossa now returning... Coming from lands the rising Crescent lights: O blessed ships, from what seas are ye come? Yahya Kemal.

BEFORE 1980, the great admiral Barbarossa was probably turning in his grave at the thought of the decline of Turkish seafaring. That roar of ships had become a whisper, despite Turkey being bounded by the Black Sea, the Mediterranean, the Aegean and the Bosphorus.

For years, the Turkish flag fleet had remained fairly constant with the bulk of the vessels controlled by a top heavy state shipping company. The fleet was carrying less than a quarter of the freight passing through Turkish ports.

Generous incentives introduced by the new military government in 1980 changed all that. They set a private sector buying spree for second-hand ships. As a result the fleet has grown to 687 vessels totalling 4m deadweight tons—twice its 1980 size. Last year alone, saw growth of some 18.6 per cent.

For one top official, the most exciting development in the entire transport sector.

The expansion was intended to reduce the foreign exchange outgoings on shipment of national imports and exports, the cumulative drain on reserves having been put as high as \$1bn. Despite the increase in tonnage under the Turkish flag, though the foreign vessel share is still high and the Government's target of carrying 60 per cent of local cargoes is a long way from being realised.

As 90 per cent of the country's foreign trade moves by sea, Ankara's anxiety is understandable.

Another worry, according to one Istanbul official, is that almost half of Turkey's ships are more than 15 years old, the limit beyond which they can be excluded from some Middle East routes.

Despite the problems the war in the Gulf has bolstered shipping in much the same way as it has the land transport companies.

Transit traffic through Turkish ports has increased sharply

and the trade with Iran and Iraq alone is estimated to be generating about \$500m a year. From a very low base, investment in the transport sector rose by 40 per cent in the three years to the end of 1983.

The strong upsurge in business, however, imposed severe strains on the industry as demand outstripped capacity. For a time, the gate seemed in danger of being wiped off the gingerbread.

Congestion and exorbitant warehousing charges at Black Sea and Mediterranean ports forced many smaller trucking companies to abandon cargoes on the docks. Complex bureaucratic procedures added to the frustration at ports and southern border crossing points.

"Twenty-eight firms had to be filed on the borders," says Mis Ferra Ersu of Zihni, one of Turkey's leading shipping and transport groups.

If the documents were faulty, the drivers faced enormous trouble at their destinations, especially in Persi and Arabia.

The Government was forced to take emergency measures to free the snarl-ups. It allowed truckers to remove their cargo

free of charge—payment to be made later. Daily warehousing charges subsequently were brought down to a reasonable level and red tape cut to only two or three documents.

Now that the crisis has been resolved, the country's 648 transport companies can concentrate on their more traditional difficulties of operating in Iran and Iraq. For obvious reasons, most of their TIK traffic returns to the front line. Whether by the goodness of their hearts or by prudence, they usually oblige.

Despite the difficulties, the boom in transit trade has been more than justified and the place is alive with the cacophony of long-distance telephone calls to the blast of ship-to-shore radio.

In the uncertain days of 1980, the five had clearly received the right signals. Two months after they had installed themselves in the borrowed room, they had fixed enough cargo for the unpaid landlord's vessels to be able to lease it. Five months later, they expanded from chartering into agency work.

After the military takeover, the market, having for years been the almost exclusive preserve of the state, was liberalised.

Bidding ship owners were encouraged with cheap central bank credits, freedom from Customs duties and 30 per cent tax reductions. A school class of one of the partners, in his role as a bank manager, was prepared to put up 90 per cent of the \$1.8m finance for the company's first purchase—a 2,200 dwt (dead

weight tonnage) refrigerated vessel.

"We didn't have a penny," says Mr Rifat Karacimsell, the director in charge of the agency and trucking side. "We had no guarantees. We were financed by belief."

Their basic manager was lucky—after the upsurge in ship buying, a number of others got slightly slinged.

When the export boom took off in 1981, so did Marti. Its big breakthrough came with a Government contract to transport 110,000 tons of iron ore from Saldanha Bay in South Africa to the Black Sea.

There had been some anxious days. "We didn't have enough guarantee to get the contract," says Mr Karacimsell. Again their ship-owner patron came to the rescue and Marti made \$250,000 out of the deal.

As the company's income increased, the price of second-hand ships on the world market declined. Marti's second dry cargo vessel was bought for cash.

tunnel will cost an estimated \$550m and related railway and city metro work a further \$450m.

Last year, the British company Freeman Fox won the \$6m design contract for the second Bosphorus Bridge. The existing one—in which shares earlier this month—was designed by the company 10 years ago and suffers heavy congestion in peak hours. Both Freeman Fox and Trafalgar House, another British company, are bidding to build the bridge.

It will join the Eastern Trans-European motorway, a 6,200-mile project linking Gdansk on the Baltic with the Caspian and the Gulf. One-third of it would be in Turkey, eventually costing more than \$7bn. It would share the Istanbul-Ankara route and then split into two branches, one to Tehran and the other to Baghdad.

Work on the railways gets nothing like the attention afforded to the road network and progress on a new and modern line between Ankara and Istanbul, cutting

100 miles off the present route has been desperately slow. When work started in 1975, the line was set to cost TL 12bn (\$33.24m). It is now expected to cost more than TL 200bn by the time it is completed around the year 2000.

The line is expected to quintuple capacity and eliminate a bottleneck which causes delays to a month in transit through Turkey.

Apart from transit trade, Turkey needs a modern rail system to serve its expanding industries. But the railways share of the transport budget continues to lag seriously behind the sum allocated for the highway network, and in the east of the country, 300 steam locomotives have been brought back into service since the 1973 oil crisis.

Privatisation

Turkey's air transport, however, has not lacked for attention, especially since news of the privatisation of the national flag carrier, Turkish Airlines (THY) in September and the announcement the following month of the purchase of seven Airbus A310-200s.

After some hard lobbying by such names as Hertz Frank, Joseph Strauss and Mr. Alexander Haig, the Airbus victory against fierce competition from Boeing was taken in Ankara as a sign that the Government was tilting back towards Europe and away from sole reliance on the U.S.

The thaw, however, was short lived. Last month Turkey failed to obtain the necessary consensus of Western European governments to take over the presidency of the Council of Europe, an incident that caused a great deal of anger in the country.

The aircraft will join THY's fleet of 30 aircraft, mostly medium haul DC8s and Boeing 737s which service 28 foreign destinations and 16 internal ones.

Like most important state economic enterprises, Turkish Airlines has been a serious burden on the Treasury. Last year, however, although its internal routes lost TL50m, the airline made an overall profit of nearly twice that amount, mostly on profitable routes to West Germany.

The Government's aim in privatising THY was to make it more profitable and improve the quality of its service. If privatisation has the desired effect, many of its users feel that it will not be before long.

PROFILE: MARTI SHIPPING

A case of getting the timing right

BY STEPHANIE GRAY

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Their basic manager was lucky—after the upsurge in ship buying, a number of others got slightly slinged.

When the export boom took off in 1981, so did Marti. Its big breakthrough came with a Government contract to transport 110,000 tons of iron ore from Saldanha Bay in South Africa to the Black Sea.

There had been some anxious days. "We didn't have enough guarantee to get the contract," says Mr Karacimsell. Again their ship-owner patron came to the rescue and Marti made \$250,000 out of the deal.

As the company's income increased, the price of second-hand ships on the world market declined. Marti's second dry cargo vessel was bought for cash.

The ministry of its trade became the transport of cement, mostly to Algeria, Egypt and Libya.

Early last year, the company started in land transport, its track fleet ferrying everything from rice to steel pipe from Turkish ports to Iran.

"We now do \$6m-\$7m of business with Iran a year," Mr Karacimsell is unwilling to disclose the company's profits but its turnover amounts to about \$25m a year. He admits, though that the company does not make much from its own vessels and relies on trucking, agency and charter profits to close the gap.

Still, in five years, Marti has opened offices in four Turkish ports as well as Ankara. It also has representatives in Copenhagen, Antwerp, Tehran and Algiers.

With its venture into tourism, another top government priority, the company might just have got the timing right again.

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TURKEY — Trade and Industry 9

Working on fresh image at top end of market

Textiles

FRANCIS GHILES

TURKISH TEXTILE exporters look set to break another record this year as the value of exports for this sector rises to an estimated \$1.5bn. Last year that figure was \$1.2bn.

In five years exports of textiles have increased fourfold. Last year the sector was the major contributor (20.9 per cent) to Turkey's export earnings.

The contribution is also important where employment is concerned as about 600,000 Turkish workers out of five depend on the textile and clothing business for a job.

Progress overall has been erratic, not least because of the difficulty exporters face in EEC markets where quotas and bans are frequent. This year, however, appears to have been devoid of any major rows. Exporters meanwhile have been prospecting new markets, not least in Eastern Europe and some firms are now exporting to Bulgaria.

The Middle East remains a major customer and Turkish firms are getting to know the needs of their different partners better. Turkey has the great advantage of having a good raw materials base. Cotton in the south, in the Cukurova plain around Adana and Mersin, wool and silk. It also produces some synthetic fibres while others are imported. Further local capacity will be provided after the opening of the country's second petrochemical complex in Izmir next year.

Exports of textiles and clothing to the EEC could be in excess of \$1bn according to some Turkish manufacturers, were it not for quotas. Meanwhile, with Middle Eastern countries, large

swamp agreements have bartered oil for textiles and other goods. However, some countries in that area are less receptive today as their income has fallen sharply as a result of the decline in the price of oil.

Meanwhile at the quality end of the market, new developments are taking place which will, in time, change the image of Turkey as a mass producer of cheap cotton yarn and garments. Two companies, Vakko and Altinyildiz are producing stylish clothes of a quality which it was not possible to purchase in shops until recently.

The latter of the two founded in 1982, is a diversified group, but textiles was an activity all the founders were well acquainted with.

In 1970 the group's first ready to wear subsidiary was set up under the brand name of Beyman and, in 1978, a new company, Albay, was started to produce shoes and handbags.

Classical clothing

Other activities include the exporting of mohair. The company's major factory outside Istanbul has fully integrated production starting from raw wool and mohair to tops, yarns and fabrics. Clothes in the Beyman factory, which include classical clothing and the Beyman Club for younger people, are exported as well as sold on the domestic market.

Clothes are sold in many European countries, generally through wholesalers, though in Belgium Beyman has its own boutique. In New York, its clothes are sold at Saks. In the UK, C and A stocks some of Beyman's garments. Beyman has also begun exporting to the Middle East, notably Libya and Iraq. All in all about 60 per cent of the clothes the company makes are exported and that will be worth \$5-6 this year.

The company promotes its clothes through 15 shops in Turkey some of which boast coffee lounges, fashion shows and a free hand out glossy

magazine, "Status."

The group also has a chain of popular Casai clothing shops — rather reminiscent of the style of Miss Selfridge. Clothes here are often sold cheaper at the end of the season or on foreign markets. Some 60 per cent of all the garments sold are produced outside the group's factories and all are marketed through Karai in Turkey and Rotom, in Switzerland, for foreign sales.

Vakko, the company founded and owned by Vitali Hakko, is at the top end of the Turkish market. Founded in 1946, it owns its own and only factory near Istanbul's international airport. This is a modern building decorated with paintings and sculptures, notably one by Rahmi Eyuboglu in front of the main gate. Burhan Doganay whose mosaics will soon adorn the New York underground has composed some fine panels in the entrance and canteen.

Vitali Hakko himself, a spritely silver-haired man, receives his visitors in a black marbled room.

Vakko makes ready-to-wear clothing, scarves (painted and printed silk is a speciality), upholstery, curtains, leather garments, luggage and hand-made flowers. Fine chocolates complete the list, in what may seem an odd way, but they sell very well and are part of the "small gifts" sold in the company's shops. The group's total turnover amounted to TL 8bn (\$22m) this year.

Only 600 people work at the factory and Vakko only has one boutique abroad, that in Vienna. However, the company is involved with some of the great names in fashion design, such as Cerruti, Daniel Hechter and Pannocci. It has taken fashion shows around Europe (Espace Cardin in Paris, the Domehotel in London, etc) which puts it in the league of high fashion. Inspiration is provided here by Turkish history, whose costumes and carpets, from the Hittites to the Ottomans offer a multitude of designs and ideas which



Plant at the Borkurt textile factory. Turkey's textile industry is one of the largest and most competitive in the Mediterranean area

can be adapted to modern clothes.

Vitali Hakko himself has a rich collection of traditional Turkish cloth and embroidery. Vakko opened the first ready to wear shop in Istanbul in 1983. The company sells its clothes also through exclusive agreements with other stores. The clothes are stylish and—by Turkish standards—expensive.

To build up its image further Vakko has just opened a Vakkorama in the basement of the Etip-Marmara Hotel, on Taksim Square, the hub of Istanbul. Here you can indulge in aerobics and yoga, watch fashion shows while sipping coffee and buy clothes and other presents.

The mass market is not the aim, rather that few per cent of the population that can afford such clothes. However, in the absence of any school of fashion, both Vakko and Beyman have a very important role to play in Turkey's garments industry to graduate one day into a flourishing clothing industry, especially on the export front.

Over and above such companies as Vakko and Beyman are the exclusive designers and anyone who has been able to cast a glance at the clothes designed by Vural Gokcayli will know what it feels like to enter

a temple of luxury and fine taste.

M Gokcayli makes clothes essentially for the Turkish market but his foreign clients, who get accustomed to buying from him while resident in Turkey, often travel back to Istanbul when they have to move back home. After all, if haute couture clothes can be found in Turkey, and cheaper than in Europe, why hesitate?

Vitality

Lower down the ladder from Vakko and Beyman are many smaller firms and designers, whose vitality is testified by the many boutiques which have sprung up, especially in Istanbul in recent years.

They may not represent a large volume of business but in the clothes trades, quality and style are vital ingredients for any country which wishes to promote its name in the longer term.

Jeans and underwear, cheap school uniforms and trousers are fine—and indeed the Turks are very good at copying new European styles quickly. They make such garments en masse and are prone to drowning the European market without warning; witness the 9.3m units of T-shirts sold during the first

four months of 1982, which prompted an EEC ban for the rest of that year.

In many ways it comes as a surprise for the first time visitor to find shops and boutiques in Istanbul displaying the quality of goods they do. Turks undoubtedly have a flair for clothes and the effort some companies are putting into designing clothes and accessories will serve the Turkish leather and textile sector well in the years ahead.

Meanwhile, carpet making continues recovering after a rather depressed period in the early 1970s. That trade still employs thousands of people, and the weaving of carpets tens of thousands in different regions of Turkey.

The first international conference on carpets was held in Istanbul earlier this autumn—again a proof that better organisation and marketing could open the door to more exports.

When it comes to purchasing a carpet, however, nothing will ever be able to replace the long and for some frustrating—experience of bargaining in the Grand Bazaar. The marketing techniques here are as old as the city—but the quality of the product is what still makes a Kilim or a Kayseri carpet a treasured object.

Greater emphasis on modernisation

Technology

DAVID BARCHARD

THE 1980 turnaround in Turkey's economic strategy is generating a shift in technological attitudes in industry whose full effects may take many years to work out.

"We are already feeling the change-over in the department here," says Professor Ibrahim Kavrakoglu at the Department of Industrial Technology and the Bosphorus University in Istanbul. "Nowadays instead of the old inquiries about production levels, we get proposals about quality control, cost control, productivity, standardisation, and managerial training. It's all a sign of the competitive environment that industry now feels itself to be in."

The development of technology in Turkey since World War II has been rapid but uneven. Until 1980, it was basically shaped by the emphasis of successive governments on import substitution. "We tended to choose the most easily accessible technology rather than the most appropriate one," Professor Kavrakoglu says.

Nevertheless the generation after 1983 in which most private sector industry sprang up saw the installation of modern plant in sectors as diverse as gear and transmission systems manufacture, aluminium, tyres, military electronics, textiles and foodstuffs.

The changes were followed by the emergence of engineers, skilled workers, and scientists—more or less a new generation. Universities such as Bosphorus and the Middle East Technical University began to turn out large numbers of qualified graduates, many of whom proved to be professionally competent in international as well as local job markets.

R & D is only 0.23 per cent of the national income, about a tenth of the percentage of most industrialised western countries.

This largely reflects the easy market conditions which Turkish industry faced before 1980, which gave it little or no incentive to modernise. Industry could live with relatively high costs, at least for a time, particularly as long as energy inputs were underpriced.

In the longer run, however, questions of scale—especially in some of the basic metal industries—have begun to assert themselves. Finding the domestic market too small to absorb the capacity available, Turkish producers have begun to turn to world markets.

Professor Kavrakoglu sees adaptation of existing technology to local industrial conditions, rather than innovation, as being the most immediate priority for Turkish industry.

Simple training

"The first requirement is simply training young engineers in English so that they can read worldwide published materials and absorb existing knowledge. I don't think we want too much specialisation in a broad spectrum of knowledge."

A few Turkish businesses are already beginning to find that a small effort on the research and development side can lead to fairly easy quality improvements and cost reduction.

Only a few of Turkey's top 30 industrial groups at present devote much effort to R & D however; Koc, Turkey's first and largest group being a notable exception with its R & D department.

"Very few firms really have the critical mass to set up their own R & D departments," says Professor Kavrakoglu. He believes that the major groups would be well advised to pool their resources and perhaps should be thinking about setting up a forecasting institution. In the past the State Planning Organisation with its five-year plans has performed something like this function but its guidelines have often not been closely adhered to.

"I don't agree with the debate in Turkey about labour-intensive technology," says Professor Kavrakoglu. "We have reached a point where high productivity is more important, otherwise you will simply have increasing production costs and a downward spiral in employment."

There needs to be a review of Turkey's requirements in different industries and sectors. While Turkish technology is strongest in textiles and relatively strong in consumer durables, it is much less well equipped in the machinery and metals industries and in pharmaceuticals.

The market forces unleashed by Mr Ozal in 1980 are bringing changes and long-term strategic planning may have undergone a qualitative change—provided the free market orientation continues.

"For example," Mr Kavrakoglu says, "a large-scale automotive industry is now feasible in Turkey. We can be unrestricted in provision of technologies." For that, however, decisions will rest with investors.

Once neglected farming sector is given priority status

Imports will improve competitiveness

Food industries

STEPHANIE GRAY

LONG BEFORE Yasar Holdings, one of Turkey's biggest groups, started construction of its dairy factory near Izmir, Mr Ayhan Oner (who was to become the plant's manager) made a point of regularly visiting farmers in dozens of nearby villages.

He wanted to convince them to build up their dairy herds, lay the foundations for good quality raw material and find out what they saw as their main problems.

It was not an easy task. The farmers, who were running only a few cows to provide for family needs, were highly suspicious of Mr Oner's promise that Yasar would offer a price for their milk that was three times the market rate. Neither did they quite believe that the new plant would have an astronomical 200 tons a day capacity—the state-owned factory was running at only 15 tons a day.

The company put the pledges in writing. They were promptly framed and hung on the walls of village cafes.

Collection points

At the same time, Yasar went about solving the farmers' main difficulties—the delivery of good quality feed and the establishment of milk collection points.

The company, having realised in the 1970s that the Turkish boom based on import substitution was bound to run into severe balance of payments problems, made an all-out effort in agriculture-based industries. It provided the farmers with just about everything they needed.

Under the brand-name Pinar, it now produces UHT milk, milk powder, cheeses and yoghurt at the factory. Its products are staple items both in the Turkish producer's shop and in countries in the Gulf.

While far from dissatisfied with their lot, the farmers started arguing that, if their herds were to grow, they needed a market for the milk. Not for them the disaster of the classic Turkish tale of the trader who set out to make a small fortune by marching his turkeys more than 100 miles to Ankara where he could be sure of a good price.

By the time the flock reached Ankara, those birds that had not been eaten along the way, were too frail and skinny to fetch much money.

According to Mr Oner, the most pressing plant that the company is set to open next month—producing sausages, Turkish salami and regular cuts of meat—is the direct result of demand from the villagers.

Yasar's enterprise has been followed in varying degrees by other Turkish groups who have been encouraged by the Government's investment incentives. These include 100 per cent tax reductions on investment, 100 per cent Customs duty exemption for machinery and medium-term credit at around 32 per cent—very low for Turkey where the average is more like 70 per cent.

Despite its enormous potential, and Mustafa Kemal Ataturk's policy of keeping people on the land, agriculture has long been neglected and slums have sprung up around the big cities as the peasants migrated.

By the time Mr Turgut Ozal took office last year, the Ziraat (Agricultural) Bank, responsible for supplying credit to farms, was on the point of turning into an industrial bank.

Since 1983, however, Mr Husnu Dogan, a key Ozal lieutenant, has been placed at the helm in the Ministry of Agriculture and the sector has become a priority.

If industrialisation had not been so fashionable, the arguments in favour of agriculture would have been taken on board a long time ago.

Turkey is one of fewer than 10 countries in the world that are self-sufficient in food. After the Soviet Union and France, it has the largest acreage of arable land—68m acres—in Europe.

The two best-endowed areas are the Cukurova plain around Adana in the south-east and the coastal plains of the Aegan. Both areas grow a wide variety of traditional crops ranging from cotton to olive oil, citrus fruits, sunflower seeds, sultanas and vegetables.

In both these areas, irrigation schemes have made substantial progress. By the end of the century, the Mesopotamian plain will also have become a major agricultural area thanks to the Euphrates, consisting primarily of the Keban, Karakaya and the long dreamed of Ataturk dams.

The Ataturk dam alone, to be built at an estimated cost of \$4.5m is expected to double Turkey's irrigable acreage.

At the opposite end of the scale are the largely barren and

mountainous regions of eastern Turkey where the emphasis is largely on livestock. As a result of the development of export markets in the Middle East, the livestock industry in eastern Turkey has apparently become much more attractive and there have been substantial private sector investments in slaughter houses and freezing units.

According to one livestock consultant, however, farmers in the east have not had anything like the pickup that they have had around Izmir and one World Bank project (introducing dairy cattle) has been a "total failure."

Traditional crops

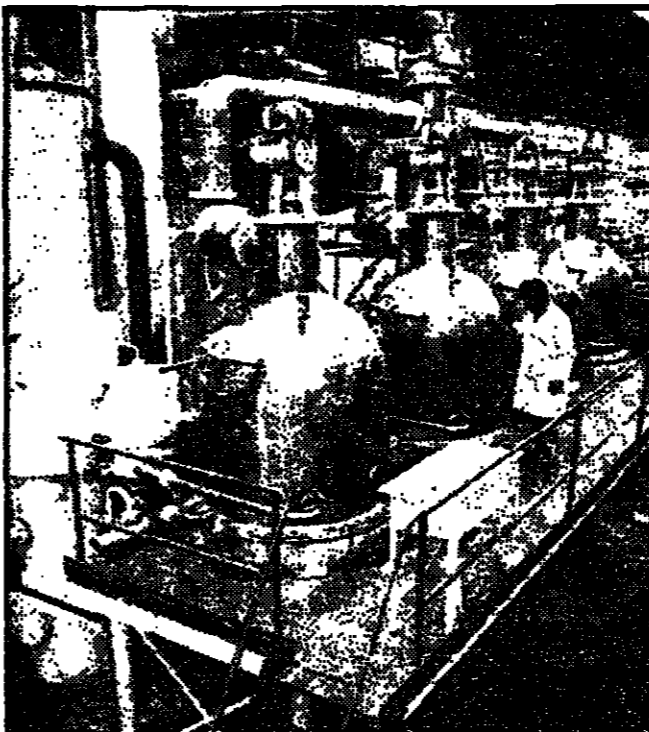
Elsewhere, conditions vary sharply. The Black Sea coastline has high rainfall and traditional crops such as tea, tobacco and hazel nuts are grown there. The Anatolian plain is a source of grain production.

Because of the importance of farming in Turkey, the state involvement remains considerable and many prices are set by the Government. Purchasing, marketing and supplying are mostly in the hands of large government agencies.

Competition has been further handicapped by support prices for at least 20 crops, a trend that is beginning to change with the import of various items in order to make farmers more responsible to world price trends.

Putting aside the inherent inaccuracies of state crop forecasts, 1984 is expected to be a much better year for the agricultural sector than last with a growth rate of 3.5 per cent.

It will probably also prove to be a much better year for foreign investment with U.S. companies, for example moving into seed research, tomato paste, chicken farming, coups and frozen and canned vegetables.



Inspecting production at the KOG Group's Tat canned food plant at Bursa.

Breakage rates

Despite some difficulties in the first generation—especially it seems in some state-owned textiles companies where breakage rates reputedly run well above typical European averages—more or less a new generation of workers, more or less semi-skilled workers.

"I'm very satisfied with the way our locally-recruited employees have turned out," reports the foreign manager of a bottling plant which recently opened in a remote rural district. "I've handled this sort of operation several times in the Middle East and this has been by far the easiest."

Despite the existence of the technical universities, the major industrial groups seem to believe basically in training their own people and relations between industry and the universities are probably less close today than they were a few years back.

Despite this, about 70 per cent of Turkish research and development is still done in the universities, and much of the remainder which is done by industry comes from the state sector. Turkey's spending on

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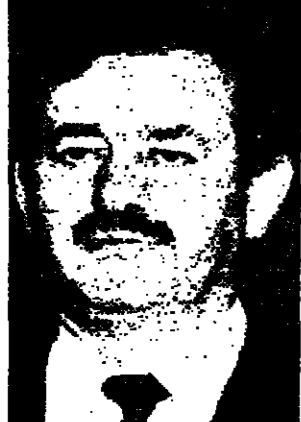
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Mr Husnu Dogan, Minister of Agriculture and Rural Affairs, is presiding over a bid to launch new agrobusinesses

TURKEY - Trade and Industry 10

Hope where once there was only despair

Pharmaceuticals and chemicals

FRANCIS GHILES

THE LIST of foreign companies working in the pharmaceutical sector of the Turkish industry makes impressive reading: Hoechst, ICI, Ciba Geigy, Sandoz, Roche, Pfeiffer, Weiss, BIFA (Bayer, Knoll & Schering) and their activities also extend to the chemical sector.

If one adds that Union Carbide has a trading company, that Glaxo is about to set one up, that Procter & Gamble may invest in Turkey—the first impression is one of great activity.

Activity there may be but the scars of the past are still very apparent. Four major problems confront the seven foreign companies working strictly in the pharmaceutical field, problems which also, to a degree, confront the larger Turkish ones of which there are 81 in all.

The absence of patent protection, something which was abolished more than 20 years ago and means that foreign companies have no defence against local imitations of their products or imports of Italian or Spanish manufactured products which are usually unpatented, though, of course, much cheaper than the original German, Swiss, British or U.S. ones.

Price controls which are rigid and price increases which are very rare indeed. This has also affected the profitability of the larger Turkish businesses and has resulted in gross under-capitalisation not to mention a lack of research which is keenly felt. It has also led to the appearance of companies which are not too concerned about the quality of what they produce.

Few new products thus get put on sale in a country where the per head consumption of medicines remains low. Local producers form a strong lobby and foreign businesses complain of constant bureaucratic interference and favouritism. New products are also rare as the Ministry of Health, mindful of its role of product inflation, usually refuses to allow new products.

There are, however, some signs of change and Mr Kaya Turgut, who heads one of

Turkey's largest pharmaceutical companies, Fako, points to the setting up of a good manufacturing rule guide on November 1, 1984 as one of them. He is not alone in hoping for a gradual relaxation of price controls but says that it is a long haul. Just to implement the good manufacturing rule guide will cost TL5bn and that inevitably spells much restructuring in the sector.

There is no independent Turkish institution comparable to the Federal Drug Administration in the U.S. Setting one such body up would certainly help though it may be very difficult to staff it at first. Other positive steps the industry hopes for include the lowering of import duties on certain active substances, often to zero and the placing of a number of Turkish-manufactured products on special import lists. Registering new products has, it appears, become less of a headache in recent months.

However, bolder and faster reforms are needed if the kind of investment the authorities are thinking of are to be made. The 1985-89 Economic Plan splits the chemical sector into three parts:

three parts (see table below): petrochemicals (a); fertilisers (b); pharmaceuticals and others (c).

In the wider chemical, petrochemical and fertiliser field, the plan has ambitious targets. In the chemical field it wants to promote the production of phenol, methanol and acetone; sodium triple phosphate; X-rays and photographic films and dyes; to help the vital and fast-growing textile industry.

It should have no problem where detergents, cosmetics and coatings are concerned. They have been growing at an average rate of per cent and more every year, faster than GNP and

are providing some useful exports to the Middle East. The packaging industry for its part has lagged behind, undercapitalised and the victim of high inflation. But the needs are tremendous, considering the rapid growth in Turkey's exports.

The production and consumption of many other products is growing fast and one of the more exciting possibilities is the one being discussed by Ethbank with the U.S. company FMC to develop soda ash. Turkey is not short of any of the necessary raw materials but they are usually very badly exploited.

	Production	Consumption	Exports
	(in '000)	(in '000)	(in '000)
Soda Ash	220,000	178,000	60,000
Caustic Soda	63,000	128,000	—
Chlorine	58,700	54,700	2,000
Borax	38,200	14,200	27,000
Fluorine	33,000	32,250	750

Source: 1984 SPO.

Overall 9 per cent of all chemical products made in Turkey are exported. Despite the growing demand at home, the possibility of greater export potential is obvious, if only greater efficiency can work its way into this sector.

On the fertiliser front meanwhile a \$250m project, in part financed by Kuwaiti funds, is expected to produce Diamonium phosphate. Four plants are planned which will use Tunisian phosphate rock as feedstock and rely partly on the great expertise of Tunisia's Groupe Chimique Maghrebin.

So, the bad old days—not so long ago—since it was 1976 when Squibb and Abbott and Veba bowed out in sheer frustration are gone but it will be years before Turkey will have brought itself up to date. Signs of promise—and a few recent government decisions have, however, given rise to hope where once there was little else but despair.

Production and targets

	A	B	C
	\$bn	\$bn	\$bn
Production 1983	780	825	1.5
Target 1989	1.4	1.4	2.4†
Exports 1983	135	—	95
Targets 1989	261	—	250
Consumption 1983	1.1	1.2	460
Target 1989	1.5	1.8	—

† Of which \$500m pharmaceutical.
Source: State Planning Organisation November 1984.



Times change slowly in Turkish agriculture—a peasant ploughs a field by hand under the shadow of Mount Erviyes in Cappadocia

Ozal Government places a priority on developing the tourism industry Problems in fulfilling untapped potential

Tourism

STEPHANIE GRAY

JUST AS IT has great difficulty selling itself politically, Turkey seems to have similar trouble persuading tourists that the country is a lovely place to take a holiday.

While 6m visitors pour into Greece each year, and a massive 40m into Spain, Turkey notched up only 1.6m last year, and even that figure includes large numbers of purely business travellers.

During the anarchic days of the late 1970s, tourism was the first to suffer. Films such as *Midnight Express*, depicting the horrors of Turkish prison life, did not help, though most Turks are quite happy to do without the American hippies who used to travel through Turkey on the Afghan trail.

Tourism earned the country a net \$28.1m in 1983, a 7.5 per cent increase on 1982 but

equivalent to less than 10 per cent of total exports. The trend is encouraging, but although a boom has been expected every year recently, the industry has yet to take off.

The potential for tourism, however, is enormous. Few countries possess such a treasury of natural beauty and historical antiquities. There are the glistening untouched beaches of the Mediterranean, the geological miracle of Cappadocia with its caves of volcanic rock, the archaeological treasures of the Ephesus and Aegean area and the splendour of Istanbul, a city laden with history.

And, for the truly adventurous, there is the haunting beauty of Eastern Turkey around Lake Van.

If the foreign hordes arrived tomorrow, however, Turkey just would not be able to cope. Local and foreign investment over the last few years has hoovered around the equivalent of about \$100m a year, and bed capacity amounted to only 65,000 last year, a figure said to be below that of Tunisia, a country only a fraction of

Turkey's size. Critics blame bureaucratic muddle at the Ministry of Tourism for the still inadequate investment and infrastructure, despite the industry being given a priority by the Ozal Government. Critics argue that the ministry simply does not have the political clout to secure enough funds. The job of minister appears to be a largely ceremonial one.

Middle echelons

Still, in the past few months, the middle echelons at the ministry have been overhauled, and a new team, upon which high hopes are placed, is about to take over.

Despite incentives, including the allocation of Government land for 40 years at a rent of \$15 a year per bed, an 8-10 year tax holiday, and further tax exemptions on foreign exchange earnings, local concerns have been slow to invest. Some have merely bought land for speculative purposes.

One of the reasons for the slowness is that Turks have

been accustomed to seeing quick returns on operations like trading, construction and Middle East transport. They are not used to waiting five, 10 or even 20 years before recovering their initial inputs. Another is the tightness of money.

The rewards, though, for investors such as the civil service pension scheme, for instance, are phenomenal. The schemes own the three main hotels in Istanbul—the Etap Marmara, Sheraton and Hilton—and the Buyuk Ankara in the capital.

Because they have a virtual monopoly in the business, the Hilton and Buyuk Ankara feel they can charge very high rates. Despite their prices, they have all been running at about 80 per cent occupancy this year.

In July and August, the Hilton was turning away more than a 100 guests a day.

It will be a long time before the big hotels' monopoly is broken. In the meantime, they are all vying for another site in Istanbul and one, if not two, in Ankara. Hilton is close to signing a deal with two foreign concerns and the International Finance Corporation, the World Bank's private finance arm for the Ankara project. The U.S. hotel group is prepared to put up 10 per cent of the equity itself—an unusual departure for any hotel management contractor but one that others, such as Holiday Inn, are also now prepared to make.

In spite of all the problems, the scene might be different by the end of the decade. Major innovations have already made an impact. Last year, Istanbul acquired a new international airport, which makes the tourists' arrival less of a dispiriting experience than it was in the recent past. A civilian airport has also been opened

at Dalaman, close to the south coast, to serve a cluster of developing Mediterranean resorts.

Several more grandiose projects are either at the blueprint stage or in the first phase of construction. With World Bank assistance, the Antalya region, in particular, seems set for a tourist bonanza which may give meaning to talk of a Turkish Riviera. On the other hand, it might turn out to be a haven for the "fish 'n' chip" traveller.

On a less ambitious scale, plans are well advanced to convert the dozens of karavanserais—lovely old stone buildings where ancient traders rested and ate free of charge—across the country into modern-day motels.

Remarkable influx

It is not just western visitors that the Turks will be catering for. Last summer saw a remarkable influx of tourists from the Middle East, especially from Saudi Arabia. In an effort to lure Arab capital a new law has been passed making tourism one of the few sectors where 100 per cent ownership is permitted.

On the whole, the Arabs have been slow to take up the opportunities. A wealthy Syrian entrepreneur, however, has invested in a project to turn Candirli Bay, near Izmir, into a playground for the Arab jet-set.

The Turks appreciate that, in addition to foreign investment, the sophistication and professional skills of foreign operators are needed if tourism is ever to take off. At the same time they feel that they ought to be in charge of it themselves. Turkish hoteliers, trained abroad, have amply demonstrated that they can run the business as well as any body.

Legislation set to increase discipline

Insurance

DAVID BARCHARD

INSURANCE IS one of the oldest financial activities in Turkey and, ironically, one of the least developed. Of the 41 insurance companies now operating, one, London Assurance goes back 110 years, and several date to the closing decades of the last century.

Unlike banking, insurance companies survived the switch after 1928 to inward-looking economic policies in Turkey. Some 17 foreign insurance companies survive—more than the number of foreign banks, even today. However, the scale of their activities was relatively limited and like other sophisticated financial services, they tended to be concentrated in Istanbul.

"We cover most of the areas of policies written in other countries," says Mr Sait Sadalak, an Istanbul underwriter. Only about 15 per cent of the TL 42,000m (\$148.6m) total premiums paid in Turkey last year were for household insurance.

Insurance in an environment of runaway inflation is not easy. Life insurance has little appeal for Turks who tend to rely on large state pension schemes which keep up with the depreciation of the lira. In spite of the difficulties of organising adequate reinsurance, the insurance sector in Turkey is lucrative. "We make profits. I never heard of an insurance company going out of business," Mr Sadalak says. The 17 foreign companies in the sector report no difficulties in repatriating their profits.

The Ozal reforms have had their impact on this sector in an every other. Legislation is pending which is expected to impose some new discipline. Companies will have to have capital of TL 400m (\$990,000), which is expected to help the stronger companies, most of whom are linked with the major banks. More controversial in Turkey is the proposal that all premiums will have to be paid in advance—something which is not at the moment universally accepted.

Much of rural Anatolia has long had little to do with insurance. Like advertising and sales promotion, it was regarded by many small firms as an unnecessary expense. Religious fatalism may also have been a factor discouraging in-

urance, Mr Sadalak believes.

Changing times and new patterns of risk are altering the picture. There is a clamour for some types of insurance which are not easily available in Turkey, notably export insurance—for which neither the state nor the private sector has at present the necessary funding or organisation.

"What we should be doing," Mr Sadalak says, is opening up new services and attracting new capital into the sector. But that will take time.

At present the level of services offered by the major insurance companies is relatively unsophisticated. In spite of the international connections of the foreign companies, business is done on a traditional basis.

Ideas ventilated

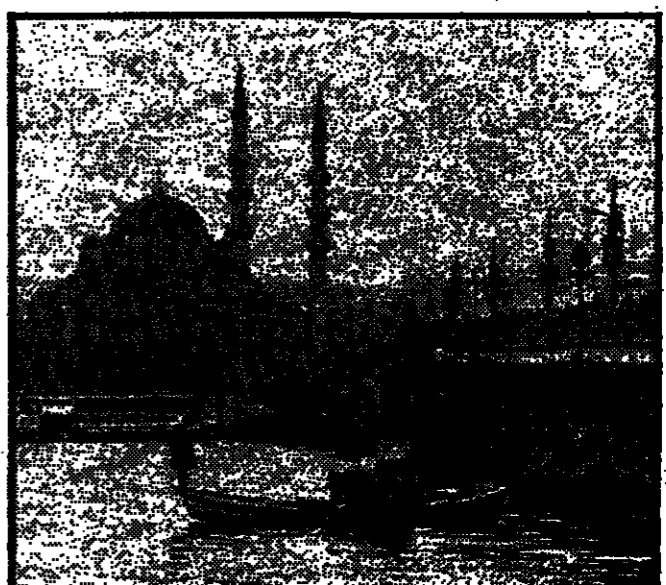
There is little or no formal training for underwriters who learn their skills on the job and little access to international insurance practices—though the insurance world in Turkey is notable in having trade magazines which cut across company lines and in which new ideas can be ventilated. At present, there is no insurance institute.

Many industrialists remain only dimly aware of the need for insurance. "You look at a policy which they think covers their entire operation," says Mr Sadalak, "and you discover that they are only covering risks to their buildings." However, there is growing demand ever for such new types of policy as those covering professional liability for doctors or employer's liability.

Foreign businesses setting up in Istanbul tend not surprisingly to be much more insurance-conscious than long-established local ones and to generate new business.

The fact that most Turkish insurance companies are profitable but minor subsidiaries of large banks or industrial groups may be a brake on the growth of the sector, though vigorous advertising campaigns are now common.

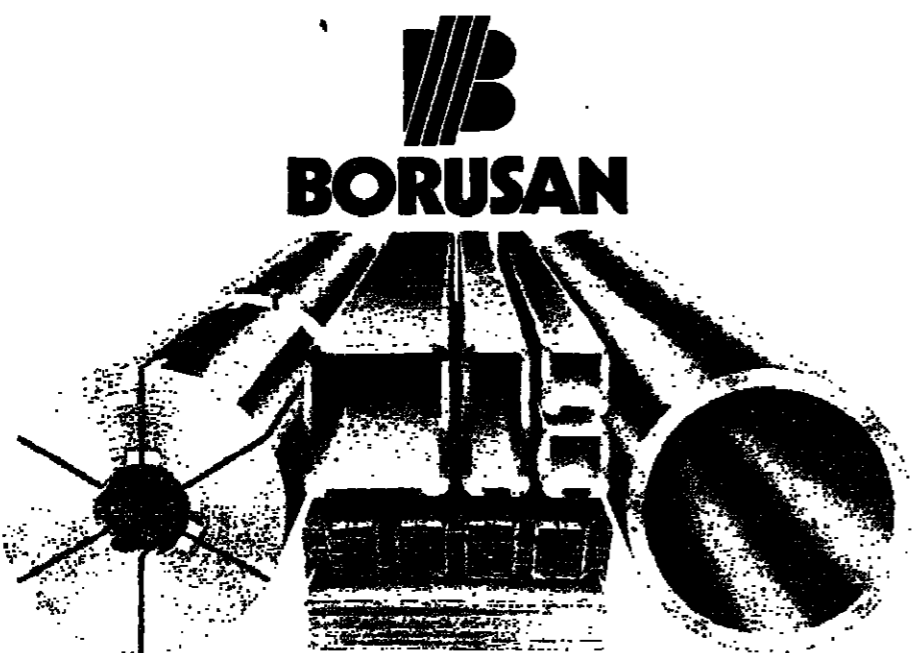
Unlike such state pension funds as the Emekli Sandigi (Civil Service Fund) the major private insurance groups have not emerged as major investors in their own right, because of their umbilical connections with banks. But the sector is one where steady adjustment to new conditions and increasing convergence with international standards and practices may be relatively easy to attain.



Turkey's treasury of historical antiquities and natural beauty provide enormous potential for attracting more foreign tourists. Above: Istanbul, a city laden with history.

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TURKEY — Trade and Industry 11

Efficiency is key to success

Banking

DAVID BARCHARD

"THIS YEAR," 1984 has been a very good year for us at Akbank in fact the best in our history," a satisfied Erol Sabanci at Akbank says. At Interbank, Erol Aksay, generally regarded as the wisest of the Turkish banking scene, says drolly that 1984 has been "much too good" with pre-tax profits well up.

It is, as Mr Sabanci admits, something of a contradiction. Turkey's banking sector is usually regarded as being in the grip of a crisis, with several well-known private banks fighting for survival, a problem largely brought on by bad debts of large industrial corporations. A second aspect is the cost of money—visible rates to commercial borrowers go up to 65 per cent, but net rates can be 25 per cent above that. As if that were not enough, since September the Government has been trying to turn the credit taps still more tightly off, ordering many state banks to restrict credits to an absolute minimum.

Efficiency seems to be the key to short-term survival. The foreign banks operating in Turkey have found it easy to make substantial profits. "It's rather embarrassing," says one foreign banker "we do our best to deflate our profits as much as possible, while the Turkish banks struggle to inflate their profits."

However some of the Turkish banks may be learning. Interbank's policy of competing with foreign banks on their own ground has paid off in making it the most profitable private bank in Turkey two years running.

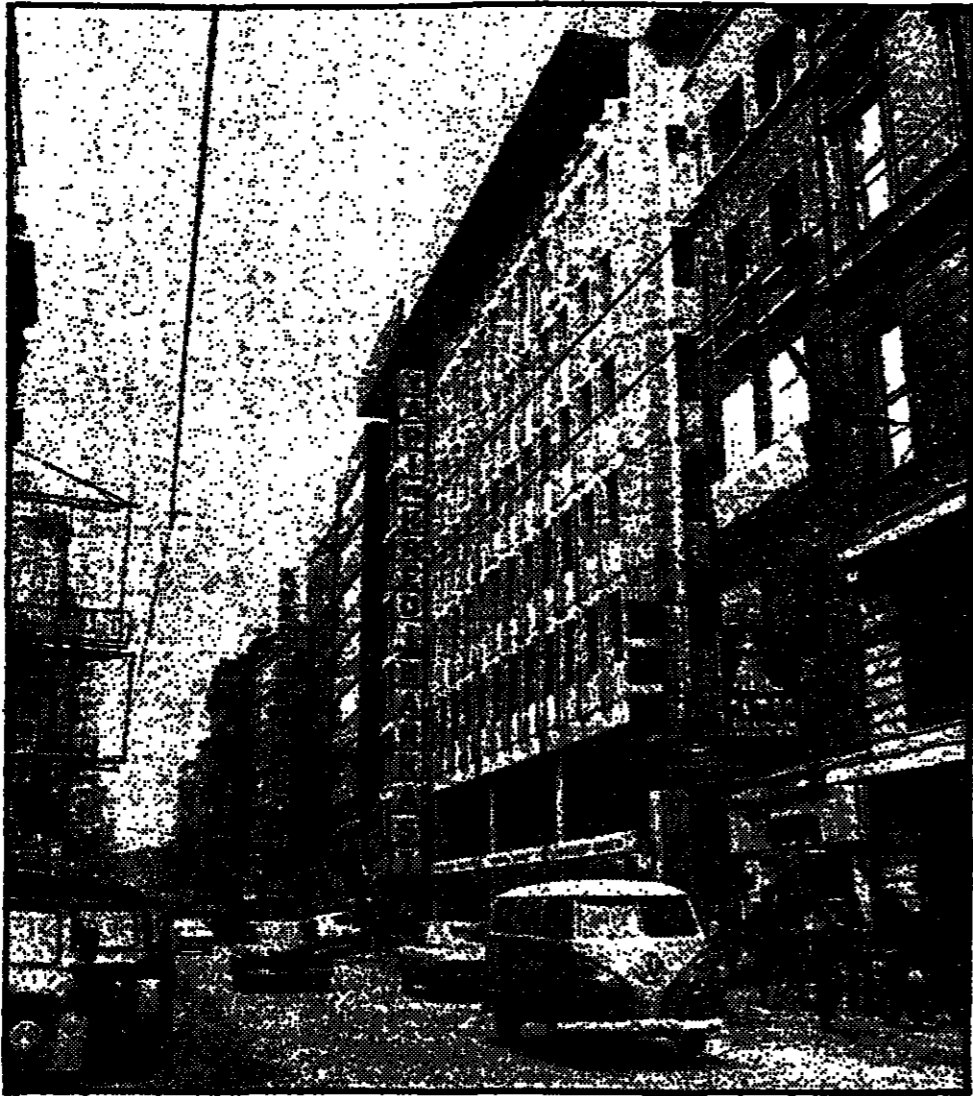
At Akbank, Mr Sabanci is inclined to attribute improved performance to new efficiency. "The first key is asset management," he says. "We have a very small percentage of 'problem loans', only about 1.5 per cent in fact. The second element is internal auditing. We like to think that with our team of 150 inspectors directly answerable to the chairman, we are more efficient in our own way than internationally famous auditing firms."

Responsibility

The Ozal Government has been cautious towards the banking sector. At the end of 1983, it liberalised the foreign exchange system, transferring responsibility for the majority of commercial transactions to the trading banks and reducing the role of the Central Bank to essentially supervisory and regulatory functions. The banks were not grateful for the volume of new work—but a year later, most clerks have learned to live with the new system.

The Government has also followed its predecessors in relying quite heavily on the 70 per cent of the banking system which is owned by the state. In a country where other economic and fiscal instruments are weak and imprecise, the state banks are too attractive an economic lever for any government, even Ozal's to resist. Though the prime minister was reported as saying that there might be sales of some stocks in a few state banks, no one expects that such giants as the Ziraat (Agriculture) Bankasi which controls approximately one quarter of banking operations will ever be a candidate for privatisation.

Control of the boards of the state banks is one good indicator of a Government's power in Turkey. More than any of the major state banks has had



Branches of the Anadolu Bank and Yapi ve Kredi Bank in Istanbul



Mr Yavuz Cevnel, Governor of the Central Bank

problems in getting its accounts cleared by parliamentary commission. A month ago, Mr Rammil Omen, head of the Ziraat Bankasi and thus the key figure in the state banking system, was replaced, though it is too early to judge the consequences.

Mr Aksay, widely regarded as being close to the Ozal administration, says he feels some disappointment as far as its record in banking is concerned. "I'm disappointed at the lack of new banking regulations for a whole year," he says. "We should be forcing banks to put up adequate provisions against bad loans."

He would like to see a tougher definition of non-performing loans. Though Turkish banks have been required since 1981 to record these in their balance sheets, a non-performing loan is only designated as such if a bank suspends

customer. Foreclosing is the last thing many banks want to do with customers who may be both old friends and known to have a rickety financial structure.

Mr Aksay also wishes the Government had permitted more freedom with interest rates. Unlike 1980 when interest rates were totally fixed, the government fixes deposit rates through the Central Bank. Sight deposits get 5 per cent; one month money 35 per cent; time deposits of up to a year 52 per cent, and deposits of more than a year, 45 per cent. Mr Aksay would like to see more competition and the introduction of 90-100 day provisions to encourage banks to lend at more realistic rates.

Inflation battle

"Look," he says expansively, "whoever lends at 65 per cent—that's to say 85 to 90 per cent net—is not going to get his money back." He argues that if the Government wants to bring down inflation, it should start with lending rates. "There's 30 per cent of fat between lending and deposit rates," he says. The average rate to depositors is well below 53 per cent.

Meanwhile banks are cautiously developing new instruments. During 1984 the Government issued a series of Treasury bonds to mop up excess liquidity in the money supply—and began to use bonds to pay contractors. Some banks are now using short-term sales of bonds, over periods of ten to 12 days, as a means to bridge the gap between the 5 per cent interest on sight deposits and the 35 per cent on three months money.

There are also tentative moves, encouraged by the Central Bank, to develop inter-

bank lending. At the end of November, Akbank had interbank deposits of TL 12bn (\$28.5m). "We do it for a variety of reasons," says Mr Sabanci "among them is that we believe it is good for the country."

The question of patriotism is partly a response to the increasing visibility of foreign banks. This year Chase Manhattan and Manufacturers Hanover joined the dozen banks already in Turkey. Others, including Standard Chartered of the UK, are known to be considering coming in. But with the amount of business finite, not everyone is sure how the latecomers will fare.

"The pie is staying the same size," a Turkish employee of a foreign bank says, "but the apportionment will have to alter." A leading Turkish banker is blunt. "The foreign banks will cut each other's throats. They're all after the same companies."

None the less several of the existing foreign banks in Turkey are planning to expand. One is contemplating a network of 14 or 15 branches in a few years which would make it larger than Interbank—and very much more visible.

Meanwhile later this month, Turkey's first bid at a "wholesale bank" is due to make its debut. Chaired by a former foreign minister, Mr Hayrettin Erkmen, and financed by up to 140 partners, the "Export/Import Bank" in Istanbul is due to open its first branch just before Christmas. Its services will be geared to the needs of exporters and in particular to contractors and transport businesses. A network of non-deposit taking branches in the major exporting cities of Turkey is planned.



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PROFILE: INTERBANK

Madison Avenue promotion techniques

"THE SPORTY" end of the banking market, sniffed the manager of one of the growing list of foreign banks in Istanbul when he was asked what he thought of Interbank. "A good dinner, good appearance and a cigar," was how one senior banking executive summed up the operation. If one adds to this picture the flamboyant character of the bank's vice-chairman and managing director, Erol K. Aksay, the observer can be forgiven for wondering exactly what kind of bank with which he is dealing.

Interbank is no less flamboyant than its parent company, the Cukurova group, a diversified holding of Turkish companies founded in 1923, whose glossy handout now carries a slogan: "The name is Cukurova, the address is Turkey, the occupation is success."

Whether Interbank stands at the sporty end of the banking field or not, its net income increased by 155 per cent in the first half of 1984 to TL 1.6bn total assets grew by 77.8 per cent to TL 122.4bn.

Net income after provisions for loan losses totalled TL 3.6bn a rise of TL 2.8bn over the first half of 1983. This impressive improvement came from a 30 per cent increase in net loans funded by lower cost sources, principally low interest bearing corporate deposits and short term borrow-

ing from foreign banks. Low-cost sources of deposits are particularly prized at a time when rates of interest in Turkey are around 65 per cent.

International Bank for Industry and Commerce was incorporated by French, Austrian, Hungarian and Turkish shareholders in Turkey in 1888 as Banque de Salonique, with capital of FFr 20m.

In 1969, its name was changed to Uluslararası Endüstri ve Ticaret Bankasi and in 1981 the capital increased to Turkish Lira 500m. Cukurova Holding became a majority shareholder and having then added a third bank to its growing empire found itself controlling about 30 per cent of all Turkey's private banking.

Exports increase

Cukurova also holds 62 per cent of Yapi ve Kredi Bankasi and 95 per cent of Pamukbank. To this must be added insurance companies, brokerage and trading concerns, interests in heavy machinery, agriculture, chemical industries, steel, cement, household goods and soft drinks.

Emphasis at Interbank in recent years has laid on financing foreign trade—at a time when Turkey's exports have increased dramatically. The Ozal Government has provided many incentives to ex-

ports, more particularly to the large holding groups.

Export finance today accounts for well over half the bank's loan portfolio and the bank has tended to regroup all the services a particular company needs under the aegis of one officer, rather than spread them throughout the different services as is still common in Turkey.

Interbank has also been able to be selective where its clients are concerned, being the first Turkish bank to focus so strongly on exports.

From 1982 to 1984 a Bank of America adviser was in residence, concerned in particular with improving branch productivity. But here again, Interbank does not have the sprawling and inefficient network of branches so typical of some Turkish banks.

Training schemes for senior Interbank staff have also led many executives to London and New York.

So long as Turkey's exporters continue doing as well as they have since 1981, the activities of Interbank should continue to expand: industrial exports have more than doubled since then.

Those foreign banks which are operating in Turkey today—and the list grows every year—have carved a lucrative niche for themselves by concentrating on the export side of business and picking their clients with care.

Being the first Turkish bank to play this card has served Interbank well, if one judges by the figures: first half 1984 return on shareholders' average equity was 27.8 per cent against 18.6 per cent for the comparable period last year. Foreign exchanges revenue increased by 62 per cent to \$340m over the same period.

Interbank claim that its streamlined operation—by far the most advanced of all Turkish banks, explains this glittering track record. For those foreigners who sniff at such success, the bank simply points out that its accounts are audited by Arthur Anderson—which presumably is the end of the argument.

But the bank is not shy when it promotes itself. The conferences organised with Euro-money or some of the sophisticated annual statements of accounts in Turkey: Erol Aksay clearly learned about Madison Avenue techniques, as well as banking, when he was in the United States as a student. Young and dashing, making good profits, with purposeful, American executive style photographs in the annual report, the Bosphorus providing the inevitable and rather attractive background, Mr Erol Aksay must sometimes ponder the motto of King Louis XIV's first Minister of Finance, Monsieur Fouquet. "Jusque où ne monterais-je pas?"

BY FRANCES GHILES

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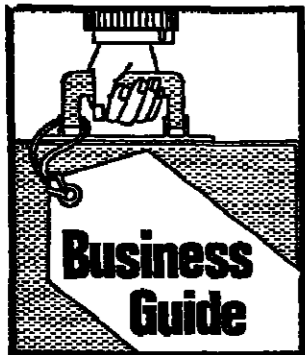
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TURKEY - Trade and Industry 12

Planning well ahead will pay big dividends



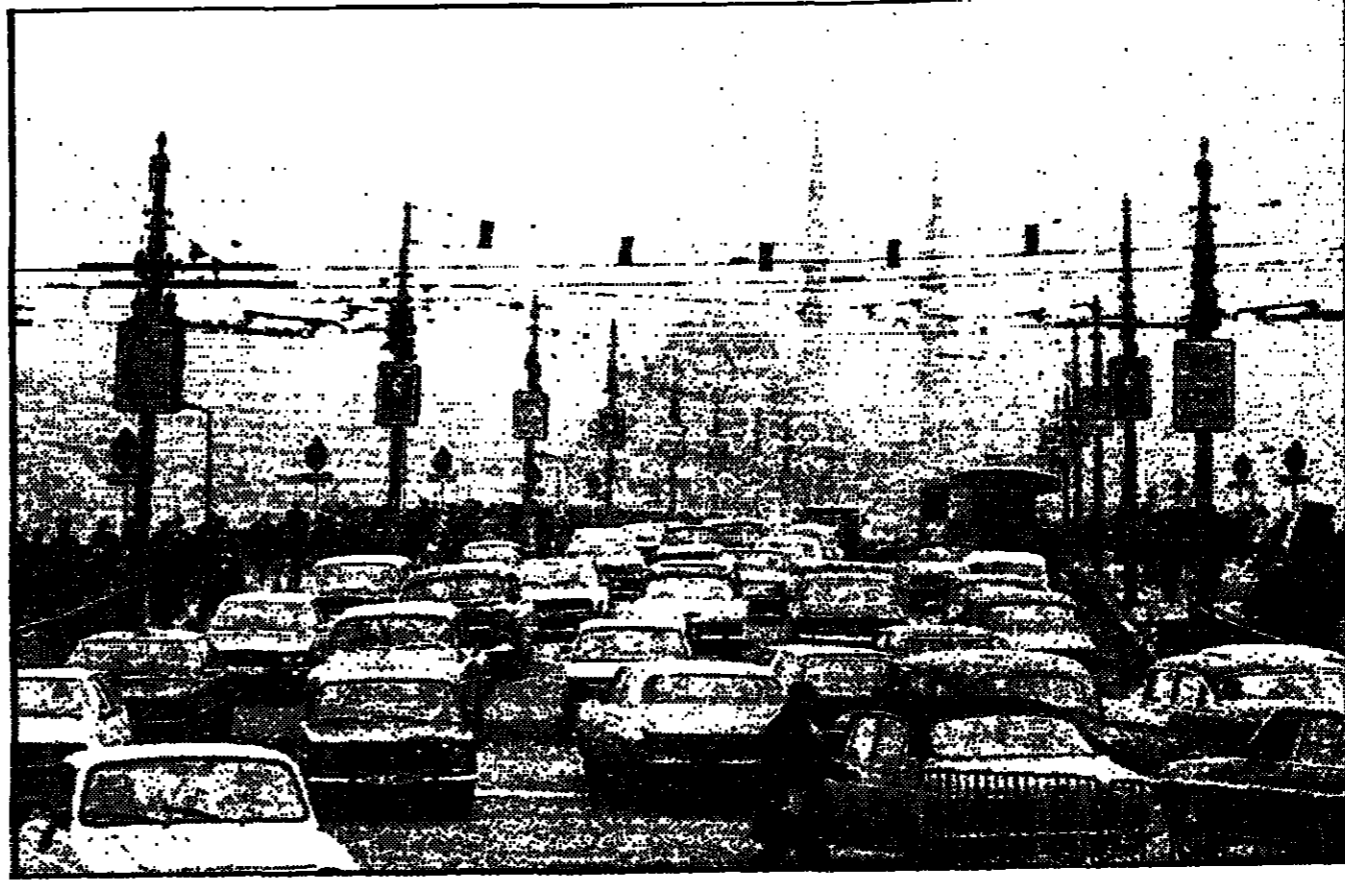
HERE are tips for the overseas business visitor to Turkey:

- **Information:** The A-1 thing any traveller to Turkey needs to know is that any telephone numbers he has been given are probably out of date if they are more than six months old. Telephone directories appear at irregular intervals of several years—so it is best to scan newspaper advertisements or consult local friends when hunting for numbers.
- **More than most European countries,** success at anything from booking a train ticket to eating out depends on having the right information on how to go about it. Turks gladly supply information when asked—the newcomer should always try and gather the necessary details in advance.

- **Flights:** Planes in and out of Turkey can be heavily booked. Turkish airlines runs a wide local network with frequent flights, in particular between Istanbul and Ankara. You may lose your seat if you arrive less than 20 minutes before departure. Fog can disrupt winter travel.
- **Trains:** The Istanbul-Ankara "Anatolian Express" leaves each city at 9.40 each evening, arriving at the other end at about 8.45 am (barring the occasional delay). The journey is widely regarded as one of Europe's major railway pleasures and is particularly enjoyable if combined with dinner and several glasses of raki. The cost (TL 7,900) makes it much cheaper than the plane. A similar service operates between Ankara and Izmir, but involves a 6.00 pm departure and 18 hours on a much slower train.
- **Taxis:** are clearly marked as such and now have metres. Do NOT tip.
- **Telephone services:** are slowly improving but the main exchanges in Istanbul are heavily congested during business hours and intercity lines may be hard to obtain. There is now direct dialling abroad from hotels such as the Hilton. Collect calls may involve delays of up to two hours.
- **The same general points are**

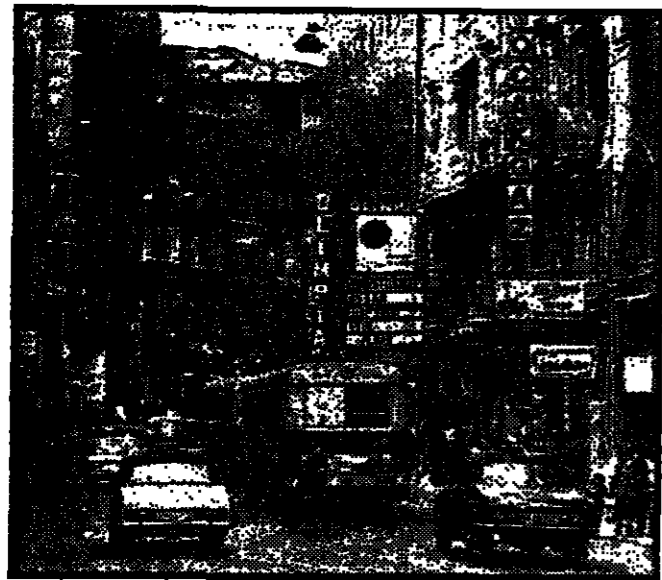
true of the telex service which remains very poor. Buying a telephone or telex line is very expensive and in some overcrowded areas may be impossible.

- **Istanbul hotels:** The three leading centrally-located hotels are the Hilton (telephone 1467050, telex 22379), which has good facilities but less satisfactory telephones; the Marmara Etip (1448850, 24137); and perhaps the best, the Sheraton (1489000, 22729). Businessmen can usually arrange discounts through their companies.
- **The Divan (1464030)** is also good, with fine Turkish food. Also recommended are the Etip (1452230) and the historic Pera Palas (1452230), where Atatürk, Agatha Christie, and Kim Philby stayed. Those with time on their side may prefer to stay up the Bosphorus at the Grand Tarabya (1621000, 26203) and Yenikoy Carlton (1621020, 26260).
- **Restaurants in Istanbul:** The city is a gourmet's paradise and the pleasures of eating are usually best combined with a sight-seeing journey up the Bosphorus. Try Pandell's in the Spice Market (Mısır Carsisi) for an outstanding if expensive lunch (522 55 34) or Liman 144 10 33.
- **Up the Bosphorus,** Abdullah's remains one of the finest restaurants in the city, and there are a whole series of notable fish restaurants up the Bosphorus for the traveller to explore—ranging from the down market to the pleasant Kuru at Arnavutkoy to the Palet at Tarabya.
- **There are only a few restaurants** offering non-Turkish cuisine. The largest is the recently opened China Town at Bebek on the Bosphorus (163 45 59) offering entertainment on three storeys.
- **Istanbul contacts:** The foreign consulates have commercial officers who can give initial advice, as can Tusiad, the Turkish Businessmen's Association (telephone 1462414) headed by Mr Ali Kocman, and its rival, Tisk, the Turkish Employers Confederation (telephone 1456908), headed by Mr Halit Narin.
- **Bodies such as the Turkish-British Chamber of Commerce (1490698)** under Mr İtler Koral can assist, as can Mr Norman Covey (1451798), formerly of the Chamber and the Financial Times.



Traffic on the Galata Bridge at Istanbul: the ancient imperial city has become a bustling industrial metropolis. In the background is the Mosque of Yeni Camii.

Terry Kirk



Istanbul's shabby 19th-century streets, the product of decades of economic isolation. The city may get a face-lift as the Ozal reforms start to work through

- **Ankara:** This city is the fabled birthplace of Midas, but its reputation today is perhaps greater than it deserves. There are ancient sights to see—the Seventh Century Byzantine castle is built out of the hastily-seized ruins of the Roman town and is a vivid illustration of the end of the Roman world and the beginning of the Middle Ages. The Roman baths are probably unmatched in Turkey.
- **Further afield,** it is worth taking a day trip to see the Hittite capital of Bogazkoy, or spending a weekend down in Cappadocia.
- **Hotels in Ankara:** The Grand Ankara Hotel (telephone 34 4920, telex 42398) remains the best hotel in the city—and a useful place to meet other businessmen. Other centrally placed and clean hotels include: Dedeman (171100, 42408), Mola (183140, 42294) and Tunali (278100, 42142), but eat out and the Bulvar Palas (34 2180, telex 42913).
- **Eating out in Ankara:** Business visitors tend to do much of their entertaining at RV, about half a mile away from the Grand Ankara Hotel. Just next door to the Grand Ankara is Milka, a good meeting place for lunch or dinner. Prices in Ankara are generally well below Istanbul levels and £10 a head would be unusual.
- **Outside the town,** at Gölbaşı are Chez Le Belge, something of a cult restaurant for crayfish-lovers and diplomats, and Kugu, newly opened, both beside a lake and very pleasant outdoors in summer. China Town (27 71 50) offers Chinese cuisine similar to that at its sister restaurant in Istanbul. It and Somine (27 71 50) offer the most upmarket discos in the capital. There are several good fish restaurants, notably Yakamoz and Liman.
- **Ankara contacts:** Civil servants and even ministers are relatively accessible once they are convinced the visitor is serious. Two bodies worth contacting are the Foreign Capital Department (telephone 297576) and the Central Bank, whose foreign exchange department is headed by Mr Zekeriyâ Yildirim (113942).
- **The major countries** have useful commercial sections. The EEC office head is Mr Gwyn Morgan (276145/6). The Turkish Union of Chambers of Industry and Commerce is an influential body, worth having on one's side: its current head is Mr Mehmet Yazar.

- **The Istanbul Chamber of Industry (1454130)** under Mr Nurullah Gezgin says it can advise on the legal and practical framework for investors. A new body is Yased, the association for foreign capital co-ordination, which discusses the problems of existing investors and can help newcomers (1501427, Mr Erdogan Karakoyunlu), Arthur Andersen's Mr Turhan Yetkin, 1664900, will give solid advice on the tax regime and accountancy practice.
- **American Express (1411438), Citibank (1414300)** and the Ottoman Bank (1455020) are among the foreign banks in town, while the Turkish Industrial Development Bank, Türkiye Sınal Kalkınma Bankası (1431360), specialises in industry. There are a number of professional bodies such as the Automotive Industry Association (1609988, Mr Muhsin Yildirim).
- **Other foreign banks** with branches in Istanbul are: the Arab-Turk Bank, Holantse Bank, Banco di Roma, Bank Mellat, BCCI, Türk Bankası and Bank Habib, as well as Chase Manhattan and First National Bank of Boston. Bankers Trust has opened a representative

office. Deutsche Bank and Dresdner Bank are among the foreign banks already with representative offices.

- **Passimes:** Istanbul really is one of the cities in the world where you can be sure that you can combine business with pleasure, if you choose. The old city, capital of the Byzantine and Ottoman Empires, contains the Ottoman Topkapı Palace, the Byzantine Museum of Ayssofya, built by the Emperor Justinian in the Sixth Century, and the stunning 14th Century mosaics of Kariye Camii close to the land walls.

- **For those interested in its history,** the best book is "Strolling Through Istanbul" by Hilary Sumner Boyd and John Freely, published by the Redhouse Press and available in Istanbul. It details walks through the major antiquities which are hard to match.
- **For the less historically minded,** a boat trip up the Bosphorus to drink beer and eat sunsets at Rumeli Kavagi (not to be confused with the castle of Rumeli Hisar, further down) may be recommended. Another scenic feast is available to those who take a boat out to the Princes' Islands in the Sea of Marmara.

BASIC STATISTICS

Turkey's population	47.2m
Area	779,452 sq km
Cultivated area	237,718 sq km
Forests	201,996 sq km
Density of population	per sq km 61
Urban population per cent of total: 39 per cent in 1960, but 44 per cent by 1983.	
Infant mortality (deaths in first year year '000 live births): 184 in 1980, but down to 83 in 1983.	
Population per doctor	1,639
Exports per cent by countries: OECD countries 48.2	
EEC 26.1	
Islamic countries 43.8	
Imports per cent by countries: OECD countries 48.5	
EEC 26.1	
Islamic countries 28.5	
Agriculture in main sectors: Agriculture (including disused unemployed) 9.42m	
Employed in industry 1.96m	
Employed in services 4.65m	
Civilian labour supply, 1984 18.8m	
Civilian employment 15.6m	
Non-agricultural labour surplus 3m	
Agricultural labour surplus 665,000	
Total labour surplus 3.73m	

GNP performance: Negative growth in agriculture and mining was mainly responsible for reducing real GNP growth from 4.6 per cent in 1982 to 3.2 per cent in 1983. Also at constant prices, there was little change in the main sectors' GNP shares—agriculture 21.4 per cent, industry 28.4 per cent and services 52.2 per cent.

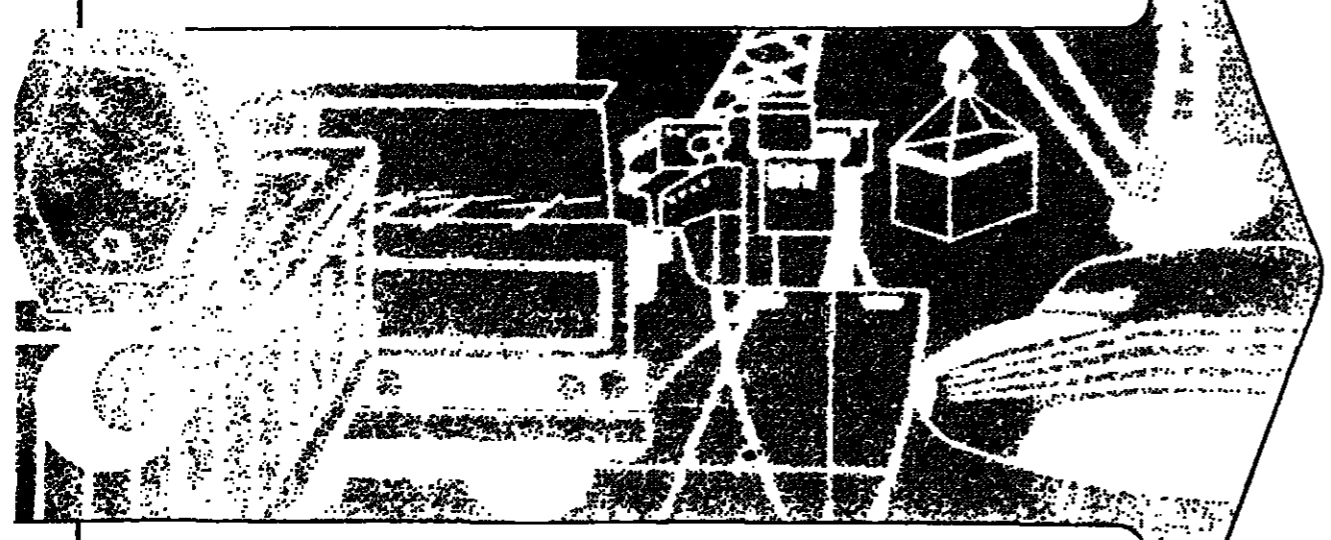
Per capita income rose by 1.1 per cent but, at the mid-year exchange rate, actual 1983 per capita income was the equivalent of \$1,110.

Employment in agriculture increased in 1983 by 31,000 persons and in industry increased by 52,000 persons. According to the 1984 Development Programme, employment in agriculture was likely to further decrease by 20,400 but in the industrial sector it would increase by 51,900 persons in 1984.

The Programme anticipated that the increase in employment in the services sector would be much higher (107,400 persons) than in industry. As a result of these employment was expected to increase by 128,000 persons, 15.81m during the current year.

Sources: 1984 Programme; Turkish Statistical Institute; Turkish Businessmen's Association; Türkiye İş Bankası, 1983 report; UN reports.

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